ქავქასიის უნივერსიტეტი
CAUCASUS UNIVERSITY

Caucasus University

Strategic Development and Action Plan

2020-21- 2026-27 Academic Years

Tbilisi, 2019

Strategic Development Plan

Content

3 Introduction

5 Strategic Planning Methodology

8 SWOT Analysis

12 Caucasus University Vison, Mission, Values

14 Caucasus University Strategic Development Plan

23 Caucasus University Action Plan

29 Caucasus School of Business Strategic Development Plan

39 Caucasus School of Law Strategic Development Plan

50 Caucasus School of Media Strategic Development Plan

59 Caucasus School of Technology Strategic Development Plan

68 Caucasus School of Governance Strategic Development Plan

77 Caucasus School of Humanities and Social Sciences Strategic Development Plan

87 Caucasus School of Tourism Strategic Development Plan

96 Caucasus School of Medicine and Healthcare Strategic Development Plan

103 Caucasus School of Economics Strategic Development Plan

112 Caucasus Doctoral School Strategic Development Plan

120 Mechanisms of Monitoring Implementation of the Strategic Development and Action Plans

Introduction

The history of the Caucasus University begins in 1998, when the Caucasus School of Business (CSB) was established in cooperation with Georgia State University with the assistance of the Eurasia Foundation and the US News Agency (USIA) and the first western business education was introduced in Georgia. Shortly after its introduction in 1999, Bachelor, Master and Doctoral programs in Business Administration were launched. This was followed by the establishment of a private higher education institution - Caucasus University - in 2004. The university has the legal right to award diplomacy specialist qualifications based on Georgian legislation: bachelors, masters and PhD degrees.

CU consists of various schools: Business (CSB), Law (CSL), Media (CSM), Technology (CST), Humanities and Social Sciences (CSH), Governance (CSG), Tourism (CST), Medicine and HealthCare (CMS), Economics (CSE), Education (CES) and Doctoral Schools (CDS).

Caucasus University offers high quality education to students, provided by a combination of great academic qualifications, practical lecturers and effective curriculum. Courses are delivered by internationally qualified professional lecturers and professors, which ensures preparation of highly-qualified specialists in various fields.

Caucasus University has well-established relations with many of the top European, American and Asian universities. Students and academic staff are encouraged to share international experience.

The employment rate of Caucasus University Graduates exceeds 95%. They work in local, international, public and private companies both in Georgian and around the world.

Strategic Planning Methodology

The strategic planning process of CU was carried out with the active involvement of stakeholders during 2018-2019. The process was leaded by Vice President of Research and Strategic Development at Caucasus University. The strategic planning process was initiated and the results were discussed by the Strategic Planning Cross Functional Working Group and the Board of Governors.

The effectiveness of the strategic planning process is determined by the methodology presented in Chart I.

I. Strategic Development Methodology for 2020-2026 Academic Years

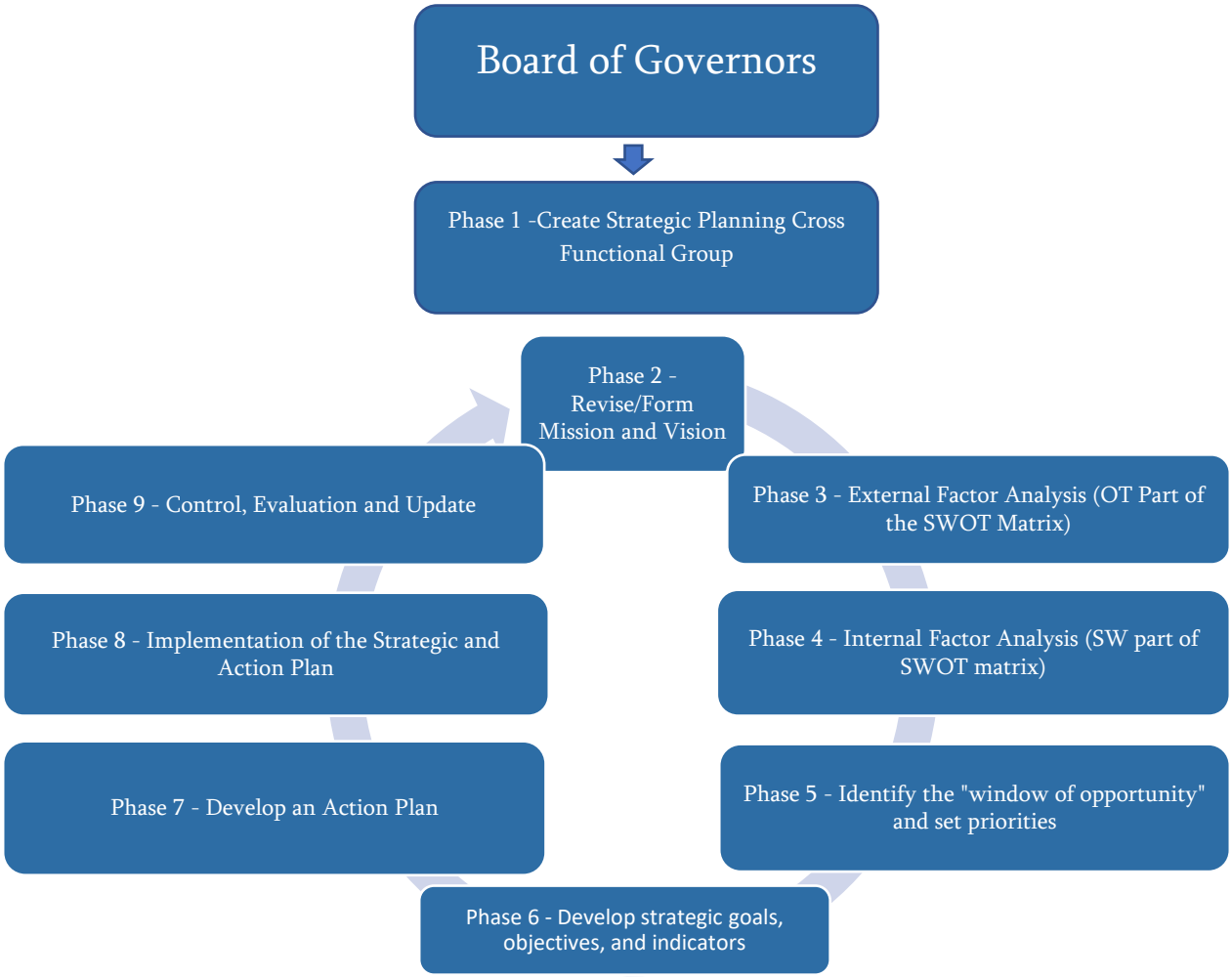


Diagram 1. Strategic Planning Process

In order to develop and update the strategic plan, Strategy Planning Cross Functional Working Group has been established at Caucasus University, consisting of:

1. Vice President of Research and Strategic Development
2. Vice President in Monitoring and Administrative Affairs
3. Vice President in Academic Affairs
4. Vice President in Material Resources
5. Director of Finance and Budget Department
6. Director of Quality Assurance Department
7. Director of Human Resource Department
8. Director of Information Technology Department
9. Director of Marketing and PR Department
10. Director of International Relations and Projects Department
11. Head of Student and Alumni Service

Regarding the Strategic Plan 2020-2026, Strategic Development Department, with the participation of the Cross Functional Working Group, regularly held meetings. The Department of Strategic Development organized in-depth interviews, surveys and focus groups meetings with various stakeholders (students, academic and administrative staff, management) to discuss various topics related to this issue.

The Department of Strategic Development conducted workshops with various stakeholders (administration, students, alumni, academic staff, employers) of Caucasus University, filling out questionnaires to generate views on the mission, vision, values of Caucasus University. And thereafter modified mission, vision and values were approved by the Board of Governors.

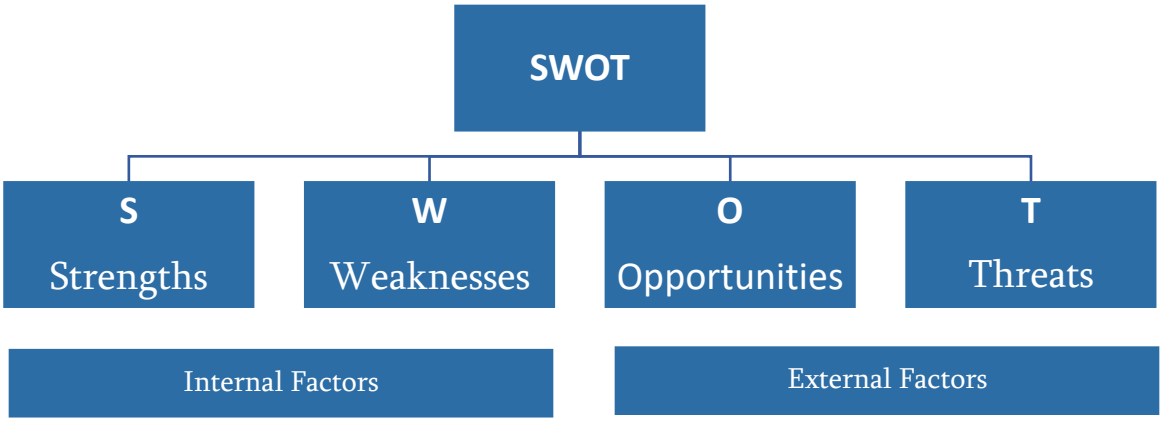
Based on the results of the specially designed questionnaires, Strategic Development Department identified opportunities and threats to the University of Caucasus, the strengths and weaknesses of the University. The Cross Functional Working team identified a "Window of Opportunity" and determined long-term strategic priorities.

The Department of Strategic Development through individual and general meetings with each school dean and administration, and through survey methods, provided views on strategic objectives, metrics and targets of all CU schools. The Department of Strategic Development has incorporated the received information into the strategic map and Balanced Scorecard. Strategic maps of the Caucasus University and each school have been developed, showing strategic objectives and their Cause-Effect links. Balanced Scorecard is a strategic planning and management approach that shows the overall picture of an organization in terms of key dimensions of its operations, such as financial sustainability, customer-oriented approach, internal processes creation, staff growth, and resource optimization. Based on these methods, a strategic development plan for the Caucasus University and each school was developed. The Department introduced the draft version of the Strategic Development Plan to stakeholders and received informative feedback from the meetings. The final draft was discussed in the Strategic Planning Working Group, where it was finalized and submitted to the Governing Board for approval.

Based on the Strategic Development Plan, the Strategic Development Department together with the relevant departments developed a 3-year action plan. Thereafter, the Cross Functional Working Group set up a monitoring and evaluation mechanism for the implementation of the Strategic and Action Plans. Based on the results of the annual evaluation the Department of Strategic Development will revise the action plan twice a year and, if necessary, make changes with the relevant units. In addition, it provides periodic evaluation of the progress of the strategic development plan, preparation of the relevant report and, in exceptional cases, preparation of the draft strategic change plan.

SWOT Analysis

In order to formulate a strategic plan, the Department of Strategic Development conducted a SWOT analysis at the Caucasus University.



The Department of Strategic Development developed the first version of a special questionnaire, which was discussed by the Cross Functional Group. According to their recommendations, a modified questionnaire was developed and sent as a pilot survey to up to ten respondents to check the issues related to filling out the questionnaire. Based on the advice received, the Department of Strategic Development developed the final versions of the questionnaires.

8 types of questionnaires were created based on the target group. The respondents of the questionnaire were senior management of Caucasus University, deans of Caucasus University schools, program directors, academic staff, administrative staff, students and employers.

The questionnaire consisted of 5 types of questions. By the first three questions the strengths and weaknesses of the Caucasus University were identified.

Internal factors of the CU were listed in the first question and the respondents had to rate the importance of each by the points (from 1 to 9 points). The analysis of the results of this question identified important factors for Caucasus University competitiveness. In the second question, respondents rated each factor as weak or strong for the CU and wrote scores (from 1 to 9)

according to their perceptions. In the third question, they could identify additional factors that were not included in the list and evaluate similarly.

According to the results, the Department of Strategic Development has constructed a chart according to which the factors are divided into 4 zones (Figure 3):

1. Less important factors, which are weaknesses of Caucasus University
2. Less important factors, which are strengths of Caucasus University
3. Important factors that are strengths of Caucasus University
4. Important factors that are weaknesses of the Caucasus University

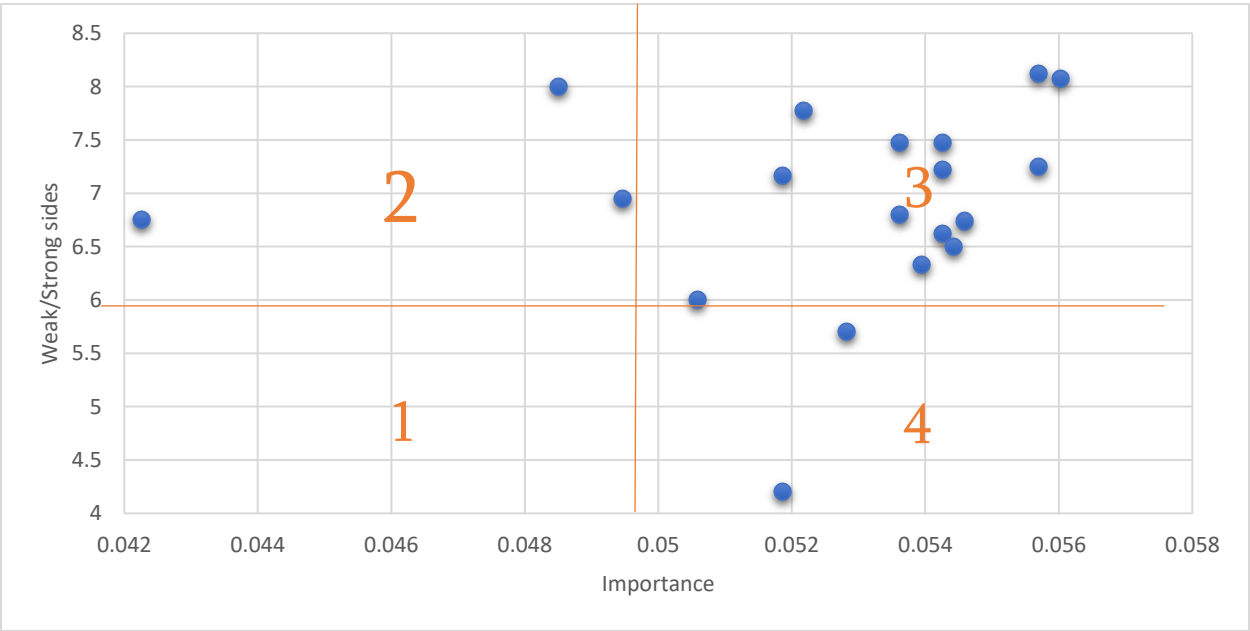


Figure 2. Distribution of internal factors

Strengths:

- University recognition, reputation/image
- Teaching process
- Academic and practical experience of academic personnel and invited lecturers
- Individual approach with students
- Professionalism of administrative staff

- International recognition (accreditation, association membership, etc.) and partnerships
- University exchange and dual degree programs
- Financial support (training programs, research projects, etc.)
- Employment (locally and internationally) of graduates
- Equipment for classroom audiences
- Social spaces
- IT infrastructure
- High involvement of staff and students in social responsibility

Weaknesses:

- Insufficient intensity of university research activities (fundamental research, applied research)
- Small number of international research projects
- Salary of academic staff and invited lecturers
- Lack of library reading space

The fourth to fifth open-ended questions were related to external factors. Respondents should list the external factors that will create a favorable opportunity for the University of Caucasus to become more competitive in the next 3 years. The fifth question was to identify the external factors that would hinder and / or pose a threat to the Caucasus University's strong competitiveness over the next three years.

Opportunities

- Increased number of local and international research projects
- Interested in teaching foreign students in Georgia
- Promotion of the vocational education sector
- Development of information technologies that can provide new, innovative ways of education
- Education reform, reducing credit levels

Threats:

- Socio-economic environment in the country
- Increase in competition - Increase in the number of competing universities / academic programs
- Barriers to enrolling foreign students
- Lack of academic staff in Georgia
- Decreasing employment market - lack of jobs

Strategic objectives of Caucasus University were elaborated and analyzed based on the results obtained.

Caucasus University Vision, Mission and Values

Vision

The vision of Caucasus University is to become an internationally recognized and ethically grounded university in the Caucasus region and beyond by creating the educational space where every stakeholder will achieve his/her maximum potential.

Mission

The mission of Caucasus University is to prepare competitive, highly qualified, morally grounded graduates who are faithful to democratic values through research-oriented teaching and learning process and with that satisfy educational requirements of the society

University's motto

"Studium Pretium Libertatis"

Values

All professional activities of every administrative or academic personnel at Caucasus University, are guided by the following values:

Spirit of Innovation – We strive to be continually innovative in knowledge creation and transfer in the way to be in line with the needs and demands of environment and society.

Diversity – We strive to create opportunities for local community to engage, understand and respect others whose perspectives, values, beliefs, traditions, and world views have been shaped by different experiences and backgrounds. Only by exploring issues with people of

different backgrounds and viewpoints we will challenge assumptions and broaden understanding of the modern world.

Academic Freedom - We strive to create an environment where our faculty will be free in creating and transferring knowledge.

Proximity to the local and international community – We want to be partners with local and international communities in order to create and disseminate relevant knowledge in different dimensions.

Caring for development of the country – We strive to provide Georgian society with the knowledge which will enable it to carry out activities facilitating to development of various sectors of the country and increase its competitiveness.

Caucasus University Strategic Development Plan

Caucasus University is a higher education institution, which operates on the basis of Georgian legislation and Caucasus University internal regulations. The university has the legal right to award diplomacy specialist qualifications based on Georgian legislation: bachelors, masters and PhD degrees.

Caucasus University aims to train high-qualified graduates who follow democratic values and ethical norms and by this way university contributes to community development and knowledge sharing.

The goal of Caucasus University is to provide higher education programs which are relevant to labor market requirements. To achieve this goal, university implements modern teaching methods, upgrades educational programs and materials, facilitates innovation in teaching and learning and provides material and technical resources, enhances academic-scientific resources for effective conduct of the teaching process and constantly cares for the professional development of the academic staff.

Based on the development of the higher education system on the local and international level and based on the results of periodic self-assessments, the Caucasus University updates its strategic development plan to ensure that the university's mission and objectives are consistent with the rapidly-changing environment and labor market requirements.

Strategic Development Plan of Caucasus University for the years 2020-2026 includes activities and ways of achieving the goals set for each school and the whole university.

The Caucasus University has identified three key strategic directions for the next seven years. They are:

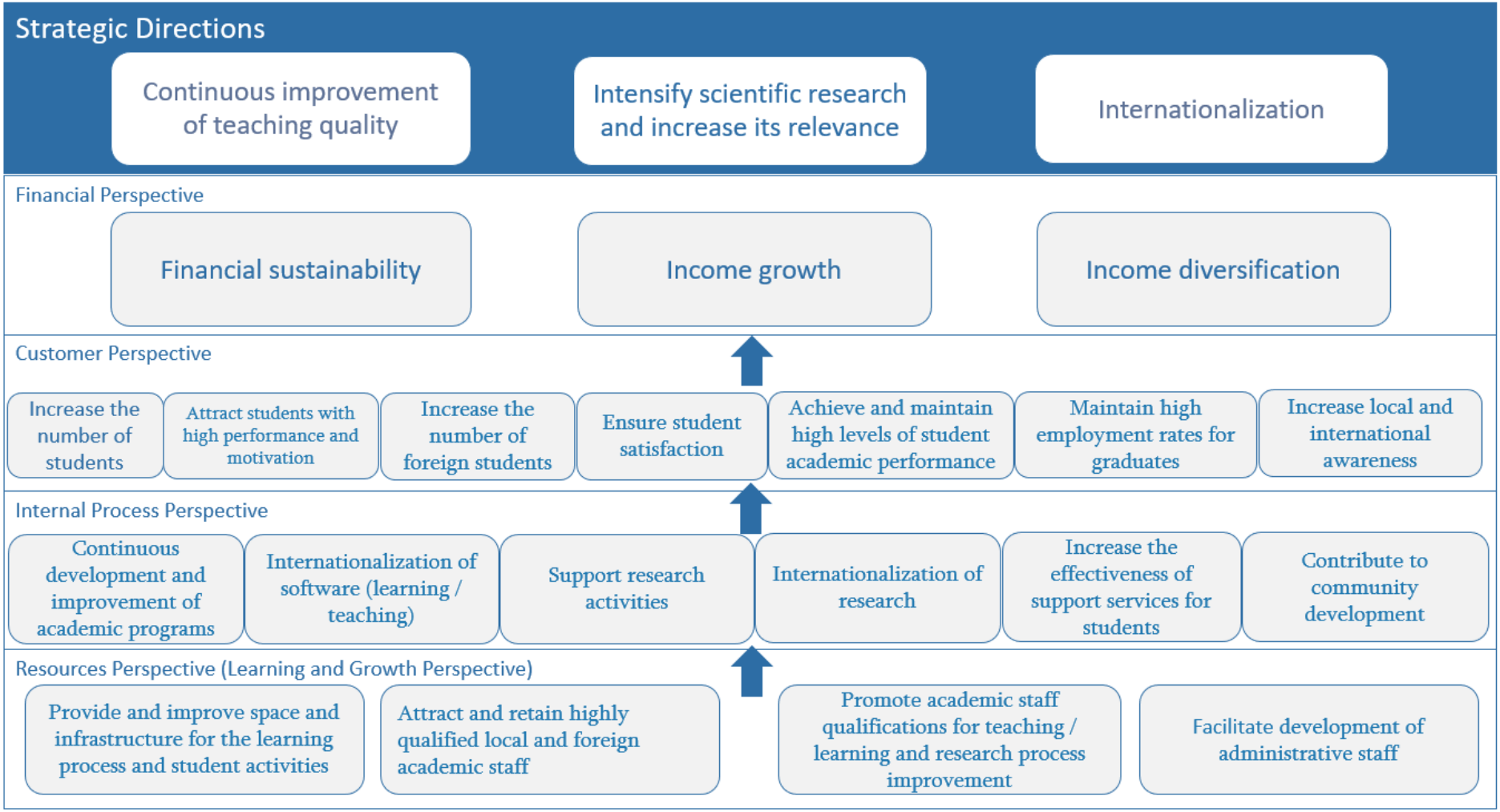
1. Internationalization

2. Intensify scientific research and increase its relevance

3. Continuous improvement of teaching/learning quality

In line with these directions, the strategic objectives at the university level have been identified and are transferred to the strategic map.

Caucasus University Strategy Map



Increase the number of students

KPI: The number of students

Attract students with high performance and motivation

KPI: Percentage of grant holders

KPI: The amount of "Top 500" entrants enrolled in Caucasus University

KPI: Average score of Master's Degree students in general exams

Increase the number of foreign students

KPI: Percentage of foreign students in total

Ensure student satisfaction

KPI: Student satisfaction index

Achieve and maintain high levels of student academic performance

KPI: Average of students' GPA

KPI: Percentage of graduates in total

Maintain high employment rates for graduates

KPI: Alumni employment rate locally

KPI: Graduate employment rate internationally

KPI: Number of graduates employed in their profession

Increase local and international awareness

- KPI: Recognition coefficient among entrants in Georgia
- KPI: Recognition of our university administration internationally
- KPI: Eduniversal Evaluation Criteria - Preservation of Three Palms

Continuous development and improvement of academic programs

- KPI: Number of programs reviewed and updated
- KPI: Program re-accreditation status
- KPI: Number of new programs
- KPI: Increase rate in satisfaction with programs

Internationalization of Teaching/Leraning

- KPI: The number of Dual programs
- KPI: Number of subjects and modules available in English
- KPI: Number of English language programs

Support research activities

- KPI: Number of research projects funded under grant competitions
- KPI: Number of papers published in local / foreign scientific journals
- KPI: Number of participation in international scientific events (oral presentation, poster presentation)
- KPI: Number of scientific events organized by university academic staff

Internationalization of research

- KPI: Number of international research grants
- KPI: Number of Joint Research Projects
- KPI: Number of exchange programs for researchers and PhD students
- KPI: Number of participation in international research events

Increase the effectiveness of support services for students

- KPI: Satisfaction index with the effectiveness of support services

Increase the efficiency of support services needed for the University to function properly

- KPI: Satisfaction index with the effectiveness of support services

Contribute to community development

- KPI: Number of public lectures-seminars
- KPI: Number of socio-economic impact research projects and published papers
- KPI: Number of CSR activities

Provide and improve space and infrastructure for the learning process and student activities

- KPI: New campus status (Created / Not Created) in Tbilisi
- KPI: New campus status in Batumi
- KPI: Maintain a high level of infrastructure satisfaction
- KPI: IT Infrastructure Improvement Rate (Improved / Not Improved)

Attract and retain highly qualified local and foreign academic staff

- KPI: Dynamics of the number of highly qualified local staff
- KPI: Dynamics of the number of highly qualified foreign academic staff

Promote academic staff qualifications for teaching / learning and research process improvement

- KPI: Number of activities for academic staff to improve the teaching / learning process
- KPI: Number of academic staff involved in development programs

Facilitate development of administrative staff

- KPI: Number of university administration development activities
- KPI: Number of university administration staff involved in development activities

Caucasus University 3-year Action Plan

The achievement of the set strategic objectives will be ensured by the Caucasus University with relevant departments with the following 3-year action plan.

Objectives and activities connected to Customer Perspective

Increase the number of students

Actions:

- Plan an incentive campaign that offers financial benefits to entrants
- Plan and implement marketing-cognitive activities for public and private school students
- Plan and implent information-marketing activities in private and public companies
- Planning and implementing professional and social activities for those interested in Caucasus University
- Marketing campaigns on social and traditional media
- Involvement of Caucasus University academic staff in professional programs and publications
- Plan and implement attraction activities for foreign students

Increase the number of foreign students

Activities:

- Sign Memorandums with agents of target countries and implement incentive System
- Fulfill the legal requirements of the education ministries or regulatory agencies of the target countries:
  o Accreditation of our university programs in the target countries
  o Get on the list of accredited universities recognized in the target countries
- Close contact with Georgian embassies in targeted countries and development of joint educational programs
- Participate in various marketing events in targeted countries (eg educational exhibitions)
- Obtain International Accreditation (eg AACSB)
- Get into the international rating systems and progress year by year

Attracting students with high performance and motivation

actions:

- Financial benefit program for individuals with high results in Unified National Exams and Common Masters Exams
- Scholarship program for high-performing students studying at Caucasus University
- Promote internships and employment opportunities

- Joint projects with the private and public sector (invited lecturers project, competitions, CSR projects, etc.)

Ensure student satisfaction

Actions:

- Conduct student satisfaction surveys on a regular basis
- Launch the Complaint Book Project
- Regularly conduct "mystical user" research
- Improve the analysis of results and the appropriate response process
- Annual monitoring of satisfaction index

Achieve and maintain high levels of student academic performance

Actions:

- Improve the students' academic progress monitoring and counseling system
- Develope and refine academic, financial and non-financial programs for high academic students
- Improve the recommendation system of high academic performance students with a potential employer
- Implement of the "Ordering System" that distinguishes students from various activities
- Maintain and attract highly qualified academic staff
- Invite foreign academic staff
- Increase involvement of Georgian successful individuals in CU projects)Guest Lecturing and etc.)

Increase local and international awareness

Actions:

- Develop marketing programs in the local and international market
- Plan and implement awareness-raising programs with partner universities
- Conduct local authorization and program accreditation
- Conduct international accreditation process
- Get into the international rating systems and progressing year by year

Maintain high employment rates for graduates

Actions:

- Sign of bilateral memorandums with private and public organizations
- Initiate and develop various projects with a potential employer systematically

- Involve the employer in designing new academic programs and modifying existing ones
- Support the creation of the Alumni Association and / or Club
- Systematic monitoring of graduate employment

Objectives and actions connected to Internal Process Perspective

Continuous development and improvement of academic programs

Actions:

- Conduct a systematic survey of market requirements and areas of employment
- Conduct research for graduates and employers
- Create new academic programs required in the market and going through the accreditation process
- Employer involvement in refining existing academic programs to meet market demands
- Develope and implement external expert evaluation system for academic programs

Internationalization of teaching-learning

Actions:

- Increase the number of programs offered in English in line with market demands
- Increase the number of courses (components) offered in English
- Use of foreign literature, international cases and methodology in the study process
- Continuous updating of training courses and ensuring that the teaching / learning outcomes are adapted to the global market demand
- Provide students with engagement with international organizations and the business sector through internships, research and other offers
- Plan / implement international accreditation programs
- Implement joint programs with international partners
- Update or develope specific modules based on the involvement of international partners and sharing their experience
- Obtain donor funding to develop individual programs or courses
- Invite international speakers to conduct master classes and public lectures within the relevant program

Supporting research activities

Actions:

- Develop a motivation system for academic staff to increase engagement in research activities
- Increase internal university funding for research
- Work on research grants and engaging academic staff
- Implement measures for the development of research skills of academic staff

Internationalization of research

Actions:

- Sign Memorandums of Understanding with international partners for research
- Facilitate the implementation of joint research projects
- Promotion of international mobility of academic staff
- Attract international research projects and engaging university academic staff
- Establish research centers in schools
- Obtain funding from local and international donors for joint research projects to promote internationalization of research.
- Cooperation with foreign universities and research centers
- Host and participate in international scientific conferences, forums, symposia and other events
- Publish articles in indexed journals
- Fund for academic staff and science conferences and participation in international research projects in line with the internal university grant system
- Collaborate with Shota Rustaveli National Science Foundation of Georgia
- European Research Center at the Rennes School of Business in France
- Work with foreign partners to develop a joint doctoral program and co-author dissertation papers
- Promote collaboration between the university, the business sector and science, as well as promoting the implementation of research-based innovative and technological projects and the commercialization of research

Increase the effectiveness of support services for students

Activities:

- Implemen projects to support students' employment skills and knowledge development
- Plan and implementing activities to support direct contact with the student employer
- Students' cultural, intellectual and cognitive development through various student clubs

- Implement mood-enhancing projects for students
- Develop student career development projects
- Control of student safety and labor standards
- Increase the efficiency of services required for the functioning of the universityაქტივობები:

Contributing to community development

Actions:

- Planning CSR programs and engaging students and academic staff
- Teaching ethical norms, civic standards and democratic values in academic programs
- Participate in social entrepreneurship projects
- Develop special programs for the education of vulnerable youth
- Increase involvement of academic staff and students in the development of policy documents of various directions
- Develop different educational and social projects for young people

Objectives and actions connected to Resources Perspective (Learning and Growth Perspective)

Provide and improve space and infrastructure for the learning process and student activities

Actions:

- Build a new campus in Batumi
- Build a new campus in Tbilisi
- Develop an appropriate plan to maintain the existing campus infrastructure
- Identify the need to improve IT infrastructure and plan appropriate actions (purchasing computers, networking, etc.)
- Construction of a separate library building near the university

Attract and retain highly qualified local and foreign academic staff

Actions:

- Review the payroll policy of academic staff and develop a plan for appropriate changes
- Develop and implementat incentive mechanism for academic staff
- Maintain a high level of planning, selection, and appointment procedures for academic staff

- Move to a new contracting scheme
- Assessment of staff satisfaction and development of appropriate response scheme

Promote academic staff qualifications for teaching / learning and research process improvement

Actions:

- Plan professional development activities for academic staff
- Develop a scheme for evaluating the effectiveness of development measures
- Plan development professional training
- Ensure academic staff participation in academic exchange programs
- Analysis of students' evaluation of academic staff
- Assessment of academic staff satisfaction and development of appropriate response scheme
- Develop / introduce a scheme of incentives for highly motivated academic staff during the teaching / learning process
- Develop a motivational scheme for high involvement of academic staff in research

Facilitate development of administrative staff

Actions:

- Plan professional development activities for administrative staff
- Evaluate the effectiveness of development measures
- Planning relavnt trainings for administrative staff
- Ensure participation in administrative staff exchange program
- Analysis of students' assessment of administrative staff
- Assessment of administrative staff satisfaction and development of appropriate response scheme
- Develop an incentive and motivation scheme for administrative staff

Strategic Development Plan of Caucasus School of Business

Mission

The mission of Caucasus School of Business is to educate people by sharing up-to-date theoretical knowledge, developing practical skills and deepening understanding of worldwide accepted democratic values and corporate social responsibility principles.

Values

All professional activities of every administrative or academic personnel at Caucasus School of Business, are guided by the following values:

Spirit of Innovation – We strive to be continually innovative in knowledge creation and transfer in the way to be in line with the needs and demands of business environment and society.

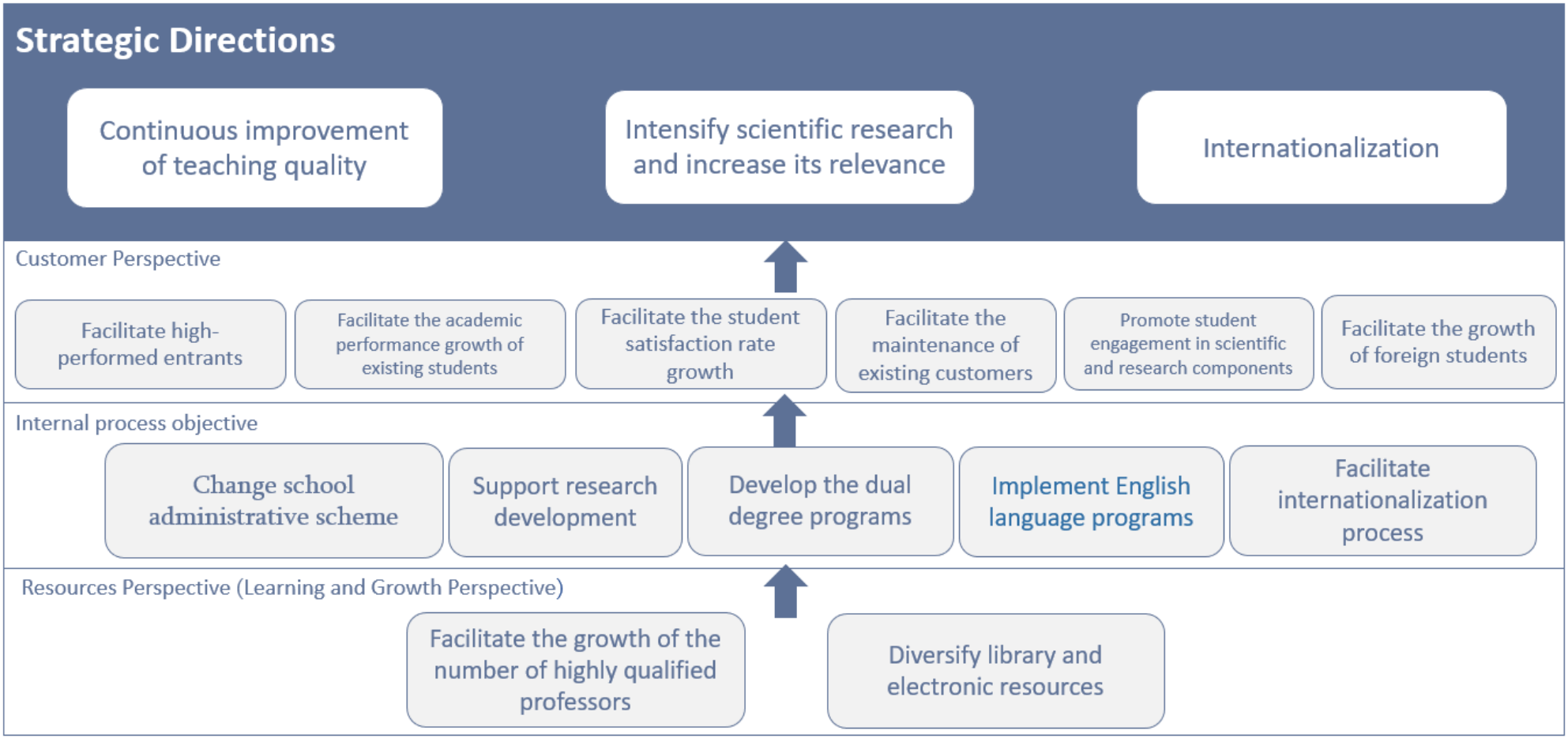
Diversity – We strive to create opportunities for local community to engage, understand and respect others whose perspectives, values, beliefs, traditions, and world views have been shaped by different experiences and backgrounds. Only by exploring issues with people of different backgrounds and viewpoints we will challenge assumptions and broaden understanding of the modern world.

Academic Freedom - We strive to create an environment where our faculty will be free in creating and transferring knowledge.

Proximity to the local and international business community – We want to be partners with local and international business communities in order to create and disseminate relevant knowledge in different dimensions of business management.

Caring for development of the country – We strive to provide Georgian society with the knowledge which will enable it to carry out activities facilitating to development of various business sectors of the country and increase its competitiveness.

School of Business – Strategy Map



Strategic Objective 1: Facilitate to get high-performed entrants

- **KPI 1.1.** Percentage of grantees
- **KPI 1.2.** Percentage of holders of 100% grants

Strategic Objective 2: Facilitate the academic performance growth of existing students (undergraduate and graduate)

- **KPI 2.1.** Semester and annual - average GPA rate
- **KPI 2.2**. Percentage of graduates

Strategic Objective 3: Facilitate the student satisfaction rate growth

- **KPI 3.1.** Rate of lecturer evaluation survey
- **KPI 3.2.** Percentage of student satisfaction with the educational programs

Strategic Objective 4: Facilitate the maintenance of existing customers

KPI 4.1. Percentage of external mobility

Strategic Objective 5: Facilitate the growth of foreign students

KPI 5.1. Increase percentage of exchange students

KPI 5.2. Increase persentage of degree seeking students

KPI 5.3. Number of partner countries

Strategic Objective 6: Promote student engagement in scientific and research components

KPI 6.1. Number of students participated in internal conferences

KPI 6.2. Number of students participated in international conferences

Strategic Objective 7: Implement English Language Programs

KPI 7.1. Number of English Language Programs

Strategic Objective 8: Develop the dual degree programs

KPI 8.1. Number of Dual Degree Programs

Strategic Objective 9: Change school administrative scheme

KPI 9.1. Number of new administrative staff

Strategic Objective 10: Facilitation research development

KPI 10.1. Number of publications

KPI 10.2. Number of research projects

KPI 10.3. Conferences participation rate

KPI 10.4. Number of Research Centers

Strategic Objective 11: Facilitate internationalization

KPI 11.1. Number of new partners

KPI 11.2. Obtain international accreditation

Strategic Objective 12: Promote the growth of the number of highly qualified professors

KPI 12.1. Number of new academic personnal

KPI 12.2. Number of new affiliated personnel

Strategic Objective13: Diversity of library and electronic resources

KPI 13.1. Number of book resources

KPI 13.2. Number of el-resources

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Business with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Promote of high-performed entrants

Action:

- Develop a step-by-step reduction scheme of places for entrants
- Set the barrier for the entrance exam
- Generate and implement diverse promotion campaigns for entrants as "top 500" campaign
- Develop collaboration-scheme with public and private schools whose students are distinguished by their high performance

Objective 2: Facilitate the academic performance growth of existing students (undergraduate and graduate)

Action:

- Set the barrier for the entrance exam
- Organize counseling and orientation meetings for student
- Hire full-time direction managers

Objective 3: Facilitate the student satisfaction rate growth

Action:

- Develop a survey
- Implement a survey mechanism
- Analyze and disseminate results
- Plan improvement processes

Objective 4: Facilitate the maintenance of existing customers

Action:

- Set the barrier for the entrance exam
- Develop and implement mechanisms to increase students' satisfaction rate
- Facilitate the growth of academic performance

Objective 5: Facilitate the growth of foreign students

Action:

- Establish bachelor and master English-language programs
- Get international accreditation

- Increase program recognition for partner universities
- Participate in international education exhibitions

Objective 6: Promote student engagement in scientific and research components

Action:

- Plan internal conferences
- Develop a motivational scheme for engagement in the research component
- Develop and implement a funding scheme for participation in international conferences

Actions connected to Internal Process Perspective

Objective 7: Implement english language programs

Action:

- Define the program direction and structure
- Select program supervisor
- Invite Professors
- Create syllabuses
- Preparation for the Accreditation Process

Objective 8: Develop the dual degree programs

Action:

- Negotiate with the partner
- Define program structure and direction
- Select program supervisor
- Invite Professors
- Create syllabuses
- Preparation for the Accreditation Process

Objective 9: Change school administrative structure

Action:

- Approve structure
- Invite new staff
- Define functions and duties

Objective 10: Facilitation research development

Action:

- Promoting involvement in internal university grants - developing a motivational scheme

- Develop a motivational scheme to participate in international projects and conferences

Objective 11: Facilitate internationalization

Action:

- Find Partners and negotiate with them
- Develop a mechanism for the involvement of professors and other administrative units in the international accreditation process
- Prepare the Accreditation Report

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 12: Promote the growth of the number of highly qualified professors

Action:

- Elaborate acceptable conditions for professors
- Switch to a new agreement system
- Develop a motivational scheme for professors to engage in the academic process
- Develop and implement a scheme of incentives for greater engagement in research

Objective 13: Diversity of library and electronic resources

Action:

- Annually provide all required book and electronic resources according to syllabuses
- Annually subscribe periodical resources and give students access

Strategic Development Plan of Caucasus School of Law

Mission

The mission of Caucasus School of Law is, to rise new generation of jurists, with the deep legal knowledge, field-oriented, transferable skills, humanism and democratic values relevant to the challenges of the time, through the research-based teaching and learning, and provide maximum satisfaction of the society's educational demands in the field of jurisprudence.

The school slogan is "Dura Lex, Sed Lex" - "The law is strict, but it's law.

Values

High morale and professionalism

- To prepare bachelor's in accordance with the relevant qualifications, modern labor market requirements, equipped with theoretical, normative and practical knowledge in the field of law.
- To prepare master's who understands the principles of personal freedom, equality, the formation of a democratic society, social values, principles of justice and strives to their practical realization, in both the professional and public arenas.
- Preparing a doctors with knowledge of the specifics of the systems based on the latest advances in the national and foreign law, and competence in productive research.

All professional activities of every administrative or academic personnel at Caucasus School of Law, are guided by the following values:

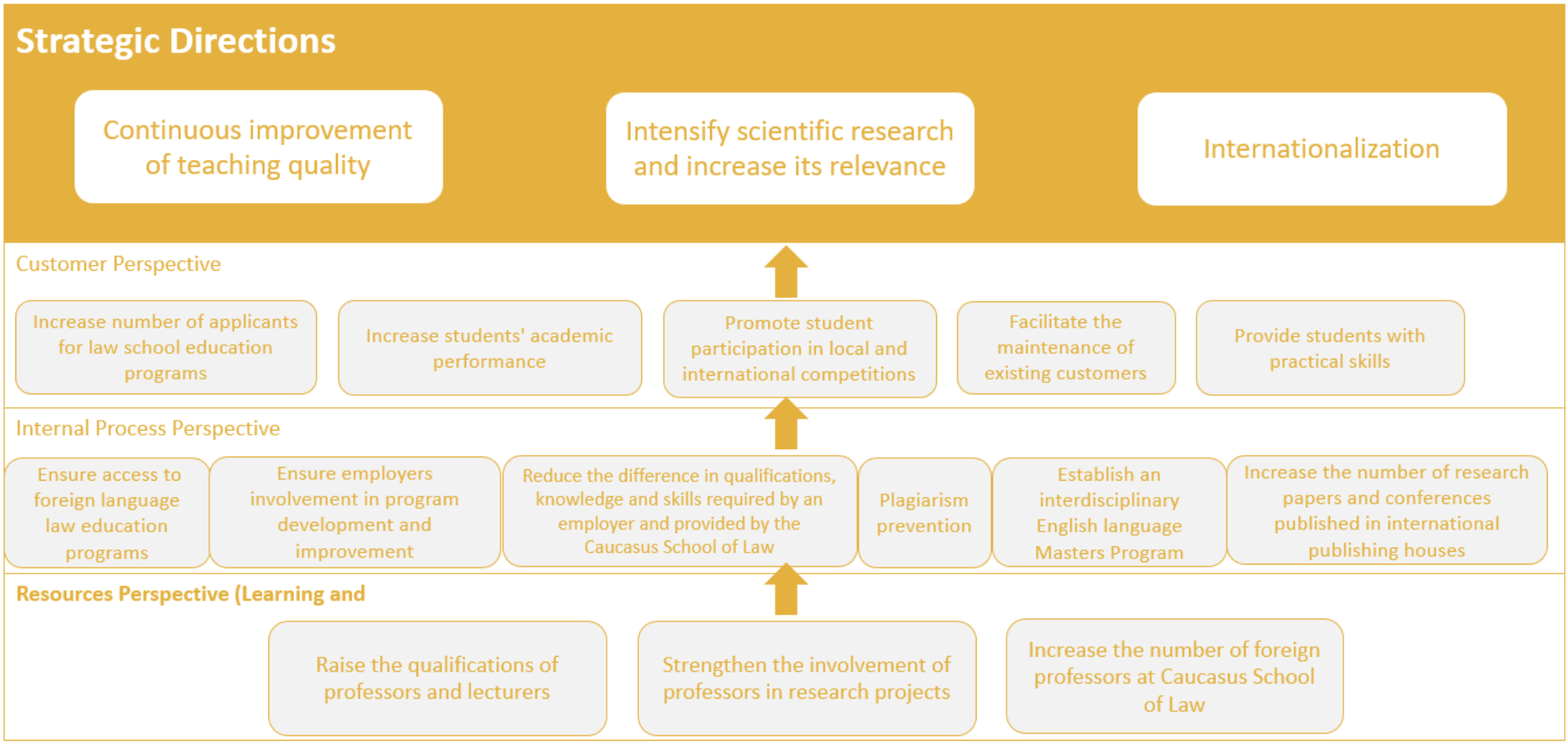
Academic Freedom - We strive to create an environment where our faculty will be free in creating and transferring knowledge. To train a new generation of researchers and academic staff capable of contributing to the development of the field through theoretical and practical, evidence base or empirical research

Proximity to the local and international community – We want to be partners with local and international communities in order to create and disseminate relevant knowledge in different dimensions of the field of law

Caring for development of the country – We strive to provide Georgian society with the knowledge and increase its competitiveness

Innovative spirit - We strive to continually offer the community, new academic or professional programs and, consequently modify existing ones, based on its needs and requirements.

Caucasus School of Law – Strategy Map



Strategic Objective 1: Increase number of applicants for law school education programs

KPI 1.1. Percentage of those enrolled students who has signed CSL as the first choice before National Unified Exams

KPI 1.2. The number of applicants for the master's program

Strategic Objective 2: Increase students' academic performance

KPI 2.1. Average GPA according to each academic program

Strategic Objective 3:Provide students with practical skills

KPI 3.1. Percentage of the practical component of the program

KPI 3.2. Law clinic establishment status (established / not established)

Strategic Objective 4: Promote student participation in local and international competitions

- **KPI 4.1.** Number of students participating in local competitions
- **KPI 4.2.** The number of local competitions involving law school students
- **KPI 4.3.** Number of students participating in international competitions
- **KPI 4.4.** The number of international competitions won by law school students

Strategic Objective 5:Ensure access to foreign language law education programs

- **KPI 5.1.** Number of foreign language programs
- **KPI 5.2.** Percentage of foreign students
- **KPI 5.3.** Percentage of students participating in the exchange program

Strategic Objective 6: Ensure employers involvement in program development and improvement

KPI 6.1. Number of employers involved in the process of developing and improving the programs

Strategic Objective 7: Reduce the difference in qualifications, knowledge and skills required by an employer and provided by the Caucasus School of Law

KPI 7.1. Bachelor program graduates employment rate

KPI 7.2. Percentage of graduates employment by their specialty according to each academic program

KPI 7.3. Percentage of employer satisfaction

Strategic Objective 8: Plagiarism prevention

KPI 8.1. Number of papers checked in plagiarism recognition program

Strategic Objective 9: Establish an interdisciplinary english language Masters Program

KPI 9.1. Interdisciplinary english language Masters Program establishment status

KPI 9.2. Accreditation status for the Interdisciplinary English Language Masters Program

Strategic Objective 10: Increase the number of research papers and conferences published in international publishing houses

KPI 10.1. Percentage of increase in the number of research papers

KPI 10.2. Increase the percentage of conference attendance

Strategic Objective 11: Raise the qualifications of professors and lecturers

- **KPI 11.1.** Involvement in research projects
- **KPI 11.2.** Indicator of participation in exchange programs
- **KPI 11.3.** Professional trainings participation rate

Strategic Objective 12: Strengthen the involvement of professors in research projects

- KPI 12.1. Number of research projects
- KPI 12.2. Percentage of academic staff involved in the research project

Strategic Objective 13: Increase the number of foreign professors at Caucasus School of Law

KPI 13.1. Percentage of foreign lecturers

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Law with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Increase number of applicants for law school education programs

Action:

- Plan and implement educational projects for students (simulated processes, public lectures, etc.) where educational vouchers will be granted
- Establish a law clinic
- Finance student participation in international projects

Objective 2: Increase students' academic performance

Action:

- Monitor academic performance and implement response mechanisms
- Enhance student-oriented environment
- Introduce mechanisms for encouraging the growth of students' academic performance
- Introduce individual work with students with low academic performance

Objective 3: Provide students with practical skills

Action:

- Establish a law clinic
- Develop and implement a practical component in the courses

Objective 4: Promote student participation in local and international competitions

Action:

- Organize various competitions at the university
- Develop and implement an incentive scheme for student's involvement in competitions
- Develop and implement a mechanism for funding student participation in international competitions

Actions connected to Internal Process Perspective

Objective 5: Ensure access to foreign language law education programs

Action:

- Develop a new English-language Masters Program
- Increase English language component in educational programs
- Establish cooperation with universities abroad

Objective 6: Ensure employers involvement in program development and improvement

Action:

- Sign the memorandum with employers

Objective 7: Reduce the difference in qualifications, knowledge and skills required by an employer and provided by the Caucasus School of Law

Action:

- Control employment rate of students and graduates
- Analyze and respond to employer survey results
- Review and update courses based on employer recommendations

Objective 8: Plagiarism prevention

Action:

- Implement a plagiarism recognition program
- Verify and analyze all student's papers and in all educational levels, create mechanism of a response for plagiarism prevention

Objective 9: Create an Interdisciplinary English Language Masters Program

Action:

- Conduct market research and identify the needs for an interdisciplinary English language Masters Program
- Negotiate with partners
- Select supervisor of program
- Invite professors
- Create syllabus

- Prepare for the accreditation process

Objective 10: Increase the number of research papers and conferences published in international publishing houses

Action:

- Organize internal conferences
- Implement encouragement initiatives for students involved in research projects

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 11: Raise the qualifications of professors and lecturers

Action:

- Organize professional trainings
- Develop a mechanism for the involvement of professors in exchange programs
- Develop a motivational scheme for engagement in grant research competitions

Objective 12: Enhance involvement of professors in research projects

Action:

- Develop and implement a research project proposal mechanism
- Organize an international conference
- Develop a motivational scheme for engagement in grant research competitions

Objective13: Increase the number of foreign professors at the Caucasus School of Law

Action:

- Plan the visits to partner universities
- Deepening cooperation

Negotiating with lecturers

Strategic Development Plan of Caucasus School of Media

Mission

Mission of Caucasus school of Media is to prepare specialists of media and communications, who will have a good education, a deep theoretical knowledge, a high level of practical skills and will be competitive leaders at the global level, and in their own country be in a forefront for the development of internationally recognized democratic values.

Values

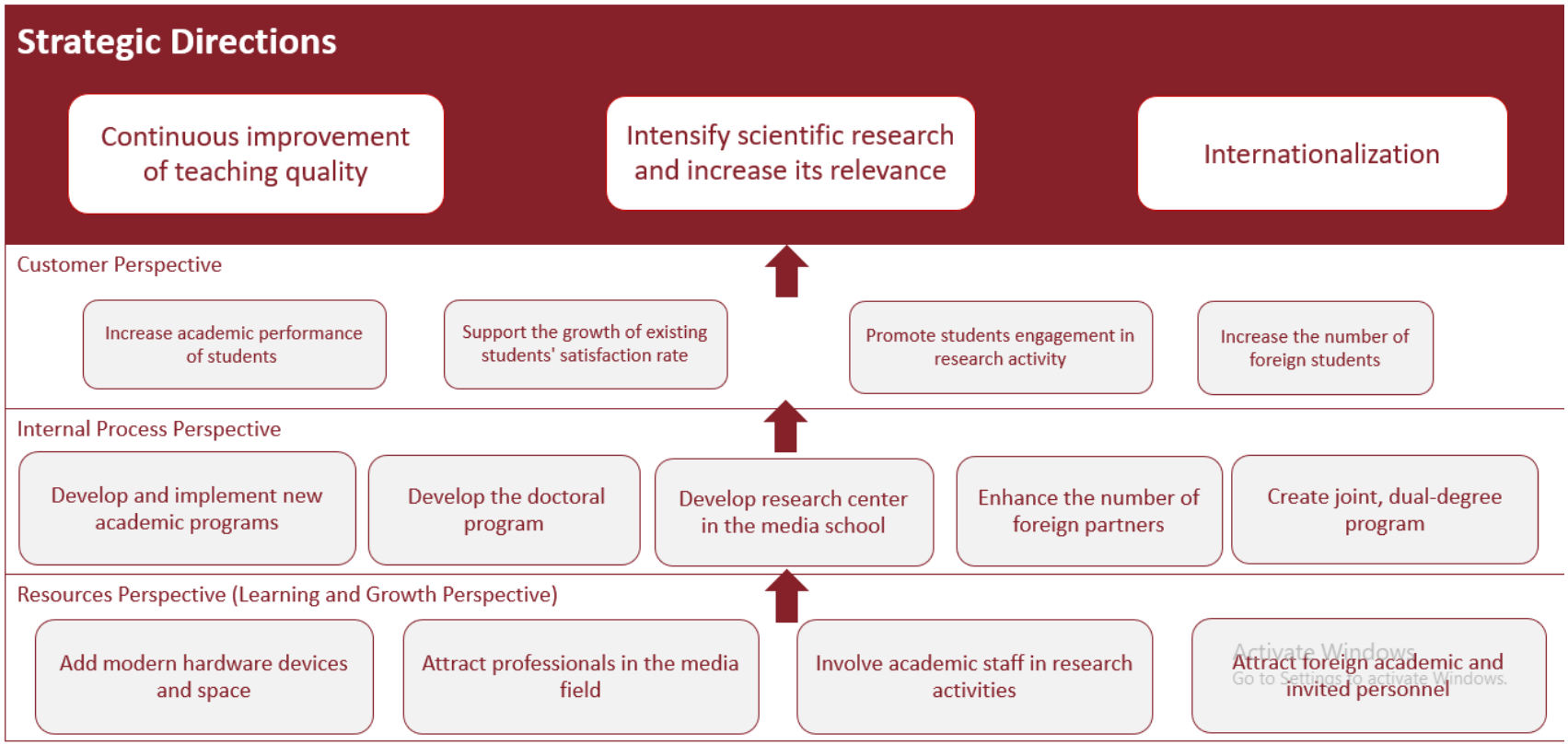
The values of Caucasus School of Media are:

- Open Society;
- Transparency;
- Promotion of democratic processes;
- Caring for country's development;

To uphold these values, the school aims to bring together high-profile, ethically-qualified journalists and communications professionals who share a common sense of civic and professional responsibility - The issue of professional accountability to the public – to be committed to moral principles, responsible members of a society based on liberal values, conscientious citizens.

Graduate of Caucasus School of Media fully acknowledges the function of the media/communications field in a democratic, open and transparent society; Recognizes not only the impact of media and public relations in shaping citizens' opinion, but also the role of his or her professional integrity in contributing to the development of modern, democratic and liberal values and the development of the country based on his/her knowledge.

School of Media – Strategy Map



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Strategic Objective1: Support the growth of existing students' satisfaction rate

KPI 1.1. Lecturer's evaluation score (survey results)

KPI 1.2. Program satisfaction index (survey results)

Strategic Objective2: Increase academic performance of students

KPI 2.1. Average graduates' GPA of the program

KPI 2.2. Percentage of program graduates

Strategic Objective 3:Promote students engagement in research activity

KPI 3.1. Internal conferences participation rate

KPI 3.2. International conferences participation rate

Strategic Objective 4: Increase the number of foreign students

KPI 4.1. Number of foreign students

Strategic Objective5: Develop and implement new academic programs

KPI 5.1. Number of new academic programs

KPI 5.2. Number of upgraded academic programs

Strategic Objective 6: Develop the doctoral program

KPI 6.1. Doctoral Program Development Status (Developed / Not Developed)

Strategic Objective7: Develop research center in the media school

- **KPI 7.1.** Number of publications
- **KPI 7.2.** Rate of participation in conferences
- **KPI 7.3.** The number of conferences

Strategic Objective 8: Enhance the number of foreign partners

- **KPI 8.1.** Number of exchange programs
- **KPI 8.2.** Number of foreign lecturers
- **KPI 8.3.** Percentage of growth in the number of partner universities

Strategic Objective9:Create joint, dual-degree program

- **KPI9.1.** Status of joint, double degree programs

Strategic Objective 10: Add modern hardware devices and space

KPI10.1. Number of new modern hardware devices (audio, video, installation);

KPI10.2. Status of new CSM lab creation (created / not created)

Strategic Objective11:Attract professionals in the media field

KPI 11.1. Number of qualified academic personnel

Strategic Objective12: Involve academic staff in research activities

KPI 12.1. Number of affiliated research-oriented professors

KPI 12.2. Number of research papers published in the local and international journals and other recourses

KPI 12.3. Number of scientific conferences organized by the School of Media

KPI 12.4 Increasing the number of academic staff in conferences

Strategic Objective13: Attract foreign academic and invited personel

KPI 13.2 Percentage of foreign language staff involved in the English language programs

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Media with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Support the growth of existing students' satisfaction rate

Action:

- Implement survey mechanism
- Develop a response plan based on the results

Objective 2: Increase academic performance of students

Action:

- Develop and implement a student-oriented environment strengthening scheme
- Implement mechanisms for encouraging the growth of students' academic performance

Objective 3: Promote student's engagement in research activity

Action:

- Plan internal conferences
- Promote student interest and engagement
- Create a funding scheme for participants of international conferences

Objective 4: Increase the number of foreign students

Action:

- Create English language programs
- Plan participation in education exhibitions

Actions connected to Internal Process Perspective

Objective 5: Develop and implement new academic programs

Action:

- Develop and implement a scheme to attract new academic staff
- Define program structure and direction
- Select program supervisor
- Hire professors
- Create syllabus
- Prepare for the accreditation process
- Get the accreditation

Objective 6: Develop the doctoral program

Action:

- Define program structure and direction
- Hire professors
- Prepare for the accreditation process

Objective 7: Develop research center in the media school

Action:

- Find Donors
- Develop a financial collateral scheme

Objective 8: Enhance the number of foreign partners

Action:

- Start working with potential partners
- Start cooperating with them

Objective 9: Create joint, dual-degree program

Action:

- Negotiate with partners
- Define program structure and direction
- Select program supervisor
- Hire professors
- Creating syllabus
- Prepare for the accreditation process

- Get the accreditation

Objective 10: Add modern hardware devices and space

Action:

- Work with the Financial department on an annual equipment upgrade scheme

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 11: Attract professionals in the media field

Action:

- Develop a model for increasing the hourly rate of lecturers and then launch this model

Objective 12: Involve academic staff in research activities

Action:

- Develop a plan to involve staff in internal university grants
- Develop a plan to involve staff in international projects and conferences

Objective 13: Attract foreign academic and invited staff

Action:

- Make market-based budgeting for academic staff attraction

Strategic Development Plan of Caucasus School of Technology

Mission

The mission of the Caucasus School of Technology is to train students according to the latest requirements in the field, to develop high-level specialists who have theoretical knowledge in the field and the skills necessary for research or practical work; Creation of a competitive learning environment, introduction of proven teaching methodologies at leading Western universities, development of relevant field programs with the participation of highly qualified academic staff.

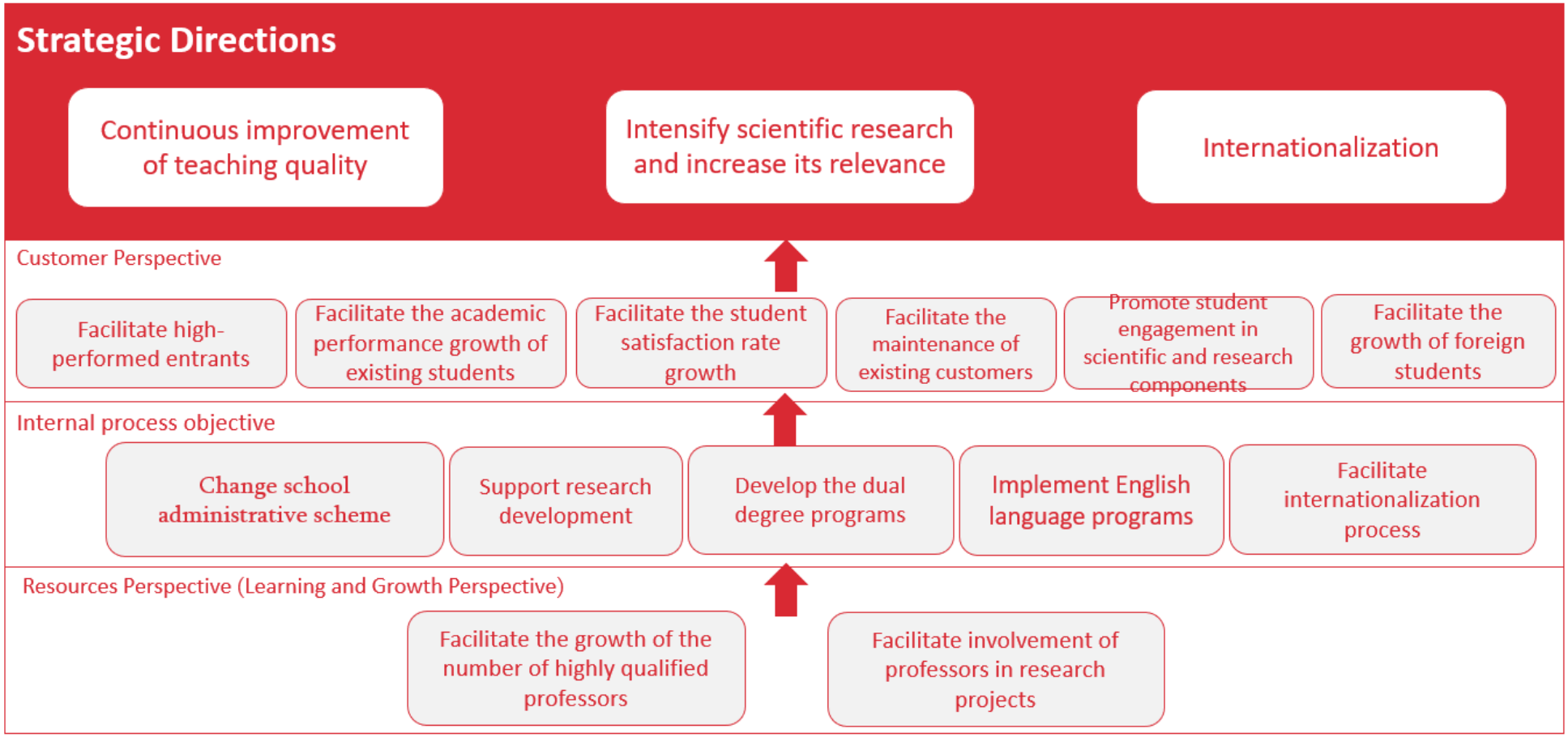
Values

Integration with the local and international community in the field of technology, engineering and architecture - the school is ready to collaborate with representatives of both local and international sectors of engineering, information technology, architecture to create and disseminate relevant knowledge for the development and management of the fields

Innovative spirit - The school is constantly motivated to offer the community new academic or professional programs tailored to its needs and requirements, and to develop existing programs in accordance to international standards.

Caring for Country Development - The school aims to provide members of the Georgian community with the skills to develop the country's engineering, architecture, information communications sectors and increase the country's competitiveness.

Caucasus School of Technology – Strategy Map



Strategic Objective1: Attract entrants with high scores

1.1. Unified National Examination Points; Number of grantees

Strategic Objective2: Support the growth of students' academic performance

KPI 2.1. Semester and Annual Results - Average GPA

KPI 2.2. The number of graduates

Strategic Objective 3: Increase the level of satisfaction of existing students

KPI 3.1. Survey results - satisfaction index

Strategic Objective 4. Support the maintenance of existing customers

KPI 4.1. External Mobility Data

Strategic Objective 5: Support the growth of numbers of foreign students

5.1. Number of exchange students

5. 2. Number of degree-seeking students

5.3. Number of foreign programs

Strategic Objective 6: Increase student engagement in research activity

KPI6.1. Number of international research grants

Strategic Objective 7:Implement English language programs

KPI 7.1. Number of English language programs

Strategic Objective 8: Develop Dual Degree Programs

KPI 8.1. Number of Dual Degree Programs

Strategic Objective 9: Implement innovative educational courses

KPI 9.1. Number of new educational courses in the programs

Strategic Objective 10: Change the structure of the school and switch to the program supervisors scheme

KPI 10.1. Status of school structure

Strategic Objective 11: Promote internationalization of programs

KPI 11.1. Number of new partners

KPI 11.2. Number of Academic Staff participating in exchange (outgoing)

KPI 11.3. Number of Academic Staff participating in exchange (incoming)

Strategic Objective 12: Support professional development of professors and lecturers

KPI 12.1. Number of professional development events / trainings at the university / school level

KPI 12.2. Number of lecturers who participated in professional development trainings / international projects / exchange programs

Strategic Objective 13:Facilitate involvement of professors in research projects
KPI 13.1. Number of publications
KPI 13.2. Number of research projects
KPI 13.2. Conference participating rate

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Technology with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Attract entrants with high scores

Action:

- Conduct related competitions and games;
- Conduct short-term training and master classes for 10-11 grade high-school students
- Implement divers advertising campaign (like top 500)
- Collaboration with public and private schools whose students are distinguished by their high performance

Objective 2: Support the growth of students' academic performance

Action:

- Additional recruitment of highly qualified lecturers
- Add affiliate staff
- Properly run labs and studios

Objective 3: Increase the level of satisfaction of existing students

Action:

- Develop a survey
- Implement a survey mechanism

- Analyze and disseminate results
- Plan improvement processes

Objective 4. Support the maintenance of existing customers

Action:

- Set the barrier for the entrance exam
- Increase satisfaction rate
- Facilitate the growth of academic performance

Objective 5: Support the growth of numbers of foreign students

Action:

- Establish bachelor and master English-language programs
- Increase program recognition for partner universities

Objective 6: Increase student engagement in research activity

Action:

- Plan internal conferences
- Promote professors' interest and foster their engagement

Actions connected to Internal Process Perspective

Objective 7: Implement English language programs

Action:

- Define the program direction and structure
- Select program supervisor
- Invite Professors
- Create syllabuses
- Preparation for the Accreditation Process

Objective 8: Develop Dual Degree Programs

Action:

- Negotiate with the partner
- Define program structure and direction
- Select program supervisor
- Invite Professors
- Create syllabuses
- Preparation for the Accreditation Process

Objective 9: Implement innovative educational courses

Action:

- Set the task for program academic heads
- Find new partners and strengthen existing partnerships
- Strengthen consultations with alumni

Objective 10: Change the structure of the school and switch to the program supervisors scheme

Action:

- Approve structure
- Change school's statement
- Invite new staff
- Define functions and duties

Objective 11: Promote internationalization of programs

Action:

- find new partners and negotiate with them
- Staff motivation, negotiation with partners, at least 1 academic staff trip per year
- Negotiate with partners, strengthen engagement in grant research projects

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 12: Support professional development of professors and lecturers

Action:

- Provide accaptable conditions for professors
- Switch to a new agreement system
- Motivate professors to engage in the academic process

Objective 13: Facilitate involvement of professors in research projects

Action:

- Engagement in internal university grants

Strategic Development Plan of Caucasus School of Governance

Mission

Mission of Caucasus School of Governance is to prepare professionals of public administration and international relations, who will be competitive in the global arena, and equipped with European and universal democratic values, have high sense of civil responsibility, who will have the necessary theoretical knowledge relevant to the discipline and the necessary skills for research or practical activities.

Values

Professionalism and Patriotism - School aim to have highly professional graduates, who have a high degree of commitment to the country's national interests and universal democratic values.

Broader worldview - Our goal is to raise future public officials and diplomats with the broad worldview, who can build thorough relationship and share knowledge not only with the local society but with the country's international partners.

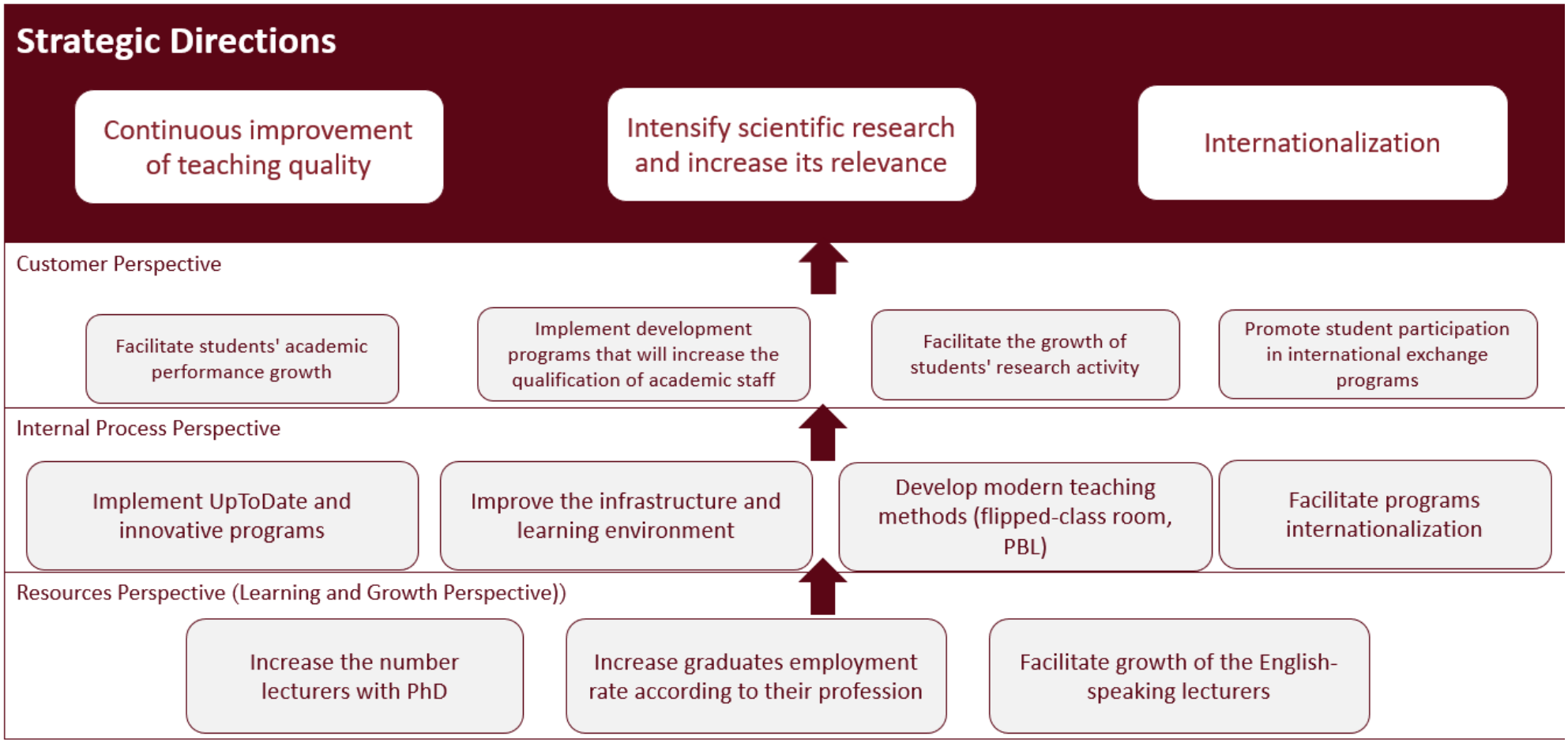
Caring for Country Development - Our goal is to provide students with contemporary theoretical knowledge and practical skills, so that with their further work, they contribute to the development of public services and international relations.

Respect for diversity and tolerance - School programs serve to share the knowledge, so that graduates are tolerant of different values, beliefs, traditions, and outlooks on individuals or groups.

Academic Freedom - We strive to create an environment where our faculty will be free in creating and transferring knowledge.

Innovative spirit - The school is focused on continually offering the community teaching and learning methods and researches, needed for the development, by offering new academic programs, modifying existing ones and developing research.

Caucasus School of Governance – Strategy Map



Strategic Objective 1: Facilitate students' academic performance growth

KPI 1.1. The percentage of students who have a positive assessment on course

KPI1.2. The percentage of students with a GPA of 3.0 and above according to programs

KPI 1.3. Students' avarage GPA

Strategic Objective 2. Facilitate the growth of students' research activity (especially master's and doctorates)

KPI 2.1. Percentage increase in the numbers of scientific papers

KPI 2.2. The number of publications

KPI 2.3. Percentage increase in conference attendance rate

Strategic Objective 3:Promote student participation in international exchange programs

KPI 3.1. Percentage of students participating in exchange programs

KPI 3.2. Number of exchange programs

Strategic Objective 4: Increase graduates employment rate according to their profession

KPI 4.1. Bachelor degree graduates employment percentage

KPI 4.2. Master degree graduates employment percentage

KPI 4.3. PhD graduates employment percentage

Strategic Objective 5: Implement up-to-date and innovative programs

KPI 5.1. Number of new programs

KPI 5.2. Number of nationally accredited new programs

KPI 5.3. Number of internationally accredited programs

Strategic Objective 6: Improve the infrastructure and learning environment

KPI 6.1. Increase customer satisfaction with existing infrastructure and resources

Strategic Objective 7:Develop modern teaching methods (flipped-class room, PBL)

KPI 7.1 Number of courses using these methods

Strategic Objective 8: Facilitate programs internationalization

- **KPI 8.1.** Number of incomind exchange students from partner universities
- **KPI 8.2.** Number of outgoing exchange students
- **KPI 8.3.** Number of incoming exchange lecturers from partner universities
- **KPI 8.4.** Number of outgoing exchange lecturers

Strategic Objective 9: Implement development programs that will increase the qualification of academic staff

- **KPI 9.1.** Number of professional development events and trainings at the university and school level
- **KPI 9.2.** Number of lecturers who participated in professional developmental trainings, international projects and exchange programs
- **KPI 9.3.** International projects participation rate

Strategic Objective 10:Increase the number lecturers with PhD

KPI10.1. Percentage increase in the number of lecturers with a PhD

Strategic Objective 11: Facilitate growth of the english-speaking and lecturers

KPI 11.1. Percentage increase in the number of english-speaking lecturers

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Goverance with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Support the growth of students' academic performance

Action:

- Develop and implement a student-oriented environment enhancing mechanism
- Implement mechanisms for encouraging the growth of students' academic performance
- Implement individual work with students with low academic performance
- Admission of high score students for the undergraduate programs
- Conduct competition among applicants for master and doctoral program. Implement mechanisms for such admission.

Objective 2: Support the growth of students' research activity (especially master and doctoral students)

Action:

- Plan internal conferences
- Develop university student service (Writing Center) which will develop and support students' research activity

Objective 3: Promote participation of student in international exchange programs

Action:

- Enhance number of partner universities
- Develop English language programs
- Create mechanism to involve students in exchange programs

Objective 4: Increase the rate of employment of graduates (by their qualification)

Action:

- Find out the requirements of the employment market
- Plan and implement appropriate activities to improve career development skills at the university level
- Review and update program content

Actions connected to Internal Process Perspective

Objective 5: Implement modern and innovative Software

Action:

- Review and update current programs
- Define the program structure and direction
- Select the program supervisor
- Hire professors
- Create syllabus
- Prepare for the accreditation process

Objective 6: Improve the learning environment infrastructure

Action:

- Infrastructure monitoring
- Identify needs and update infrastructure
- Complete construction of the campus

Objective 7: Develop innovative and modern learning methods (flipped-class room, PBL)

Action:

- Plan and conduce relevant trainings for administrative and academic personnel
- Develop appropriate infrastructure (flipped-class room, PBL)

Objective 8: Support the internationalization of programs

Action:

- Increase the number of partner universities
- Establish bilateral partnerships with universities abroad
- Develop a scheme to increase the intensity of involvement in exchange programs
- Increase foreign language courses in programs

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 9: Implement development activities that will increase the qualification of academic personnel

Action:

- Develop professional development trainings at the university / school level

Objective 10: Increase the number of doctoral lecturers

Action:

- Review the recruitment criteria for lecturers

Objective 11: Support the growth of the number of English speaking (foreign language) lecturers

Action:

- Review the recruitment criteria for lecturers

Strategic Development Plan of Caucasus School of Humanities and Social Sciences

Mission

The mission of the Caucasus School of Humanities and Social Sciences is to provide the young generation with contemporary knowledge, to promote their personal and professional development, and to promote civic self-awareness based on democratic values.

Values

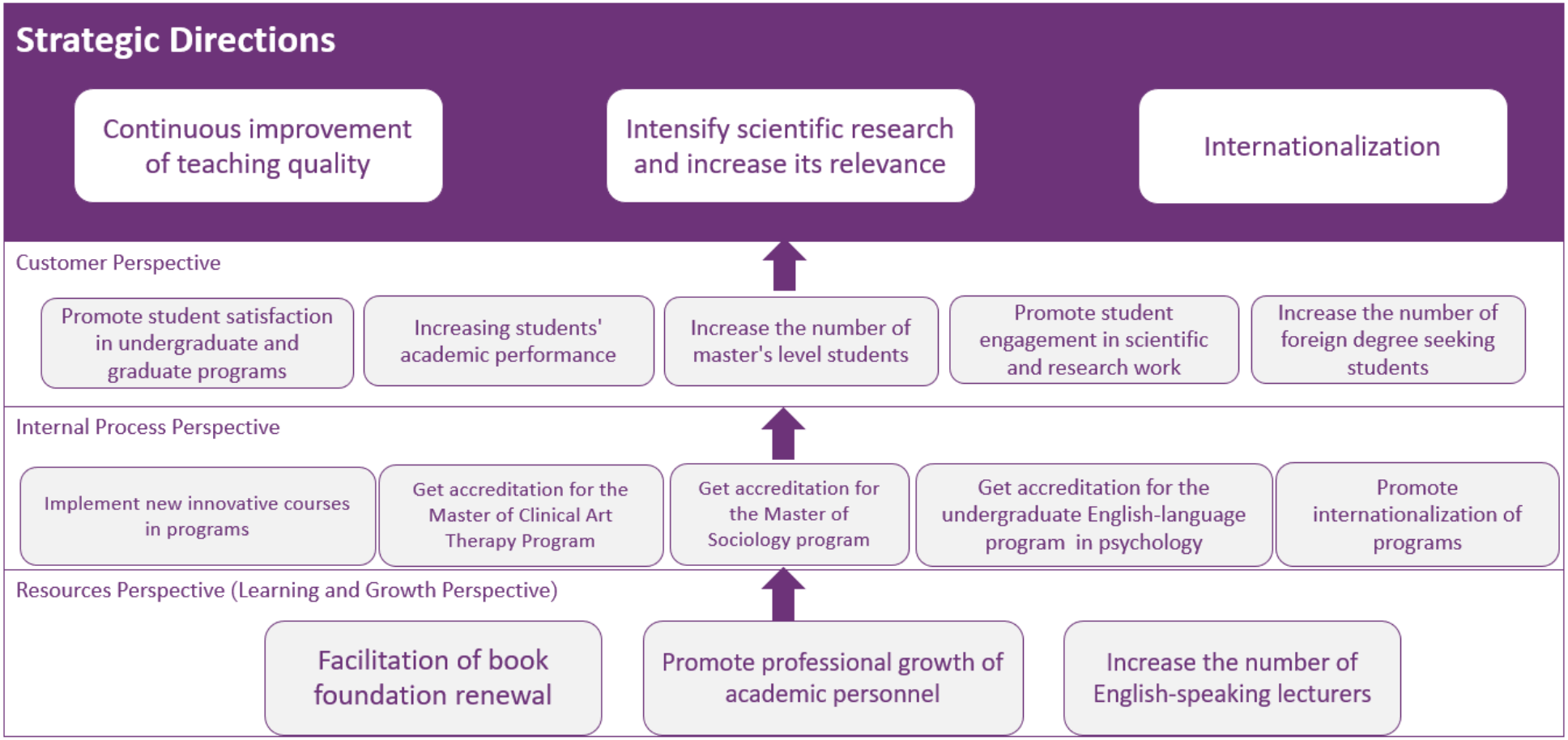
All professional activities of every administrative or academic personnel at Caucasus School of Humanities and Social Sciences, are guided by the following values:

Academic Freedom and Unity - We create an environment where academic staff and students are free to conduct academic research, teaching, and learning where they develop a sense of academic unity and a shared goal.

Fairness and Transparency - The basis of our work is fairness and transparency. We protect equality and the freedom of each individual. Our work is transparent and ensures maximum engagement of all stakeholder.

Professionalism and Innovation Spirit - We create an environment that promotes professionalism and innovation. Caring for the development of the country - With our work we want to contribute to the development of the country and the well-being of its citizens.

Caucasus School of Humanities and Social Sciences – Strategy Map



Strategic Objective 1: Promote student satisfaction in undergraduate and graduate programs

KPI 1.1. Percentage of student satisfaction with the bachelors's degree

KPI 1.2. Percentage of student satisfaction with the master's degree

Strategic Objective 2: Increase the academic performance of undergraduate students

KPI 2.1. Program graduates' average GPA

KPI 2.2. Percentage of program graduates

Strategic Objective 3: Increase the academic performance of graduate students

KPI 3.1. Program graduates' average GPA

KPI 3.2. Percentage preserved Masters Thesis

Strategic Objective 4: Increase the number of foreign (non-resident) degree seeking students

KPI 4.1. Number of foreign (non-resident) students enrolled in the english language program

Strategic Objective 5: Increase the number of master's level students

KPI 5.1. Increase persentage of students enrolled in master programs

Strategic Objective 6: Promote student engagement in scientific and research work

KPI 6.1. Number of students participated in internal conferences

KPI 6.2. International conferences participation rate

Strategic Objective 7: Get accreditation for the undergraduate english-language program in psychology

KPI 7.1. Program Accreditation Status

Strategic Objective 8: Promote internationalization of programs

KPI 8.1. Annual percentage of outgoing exchange students

KPI 8.2. Annual percentage of incoming exchange students

KPI 8.3. Annual percentage of outgoung exchange lecturers

KPI 8.4. Annual percentage of incoming exchange lecturers

Strategic Objective 9: Get accreditation for the Master of Clinical Art Therapy Program

KPI 9.1. Program Accreditation Status

Strategic Objective 10: Get accreditation for the Master of Sociology program

KPI 10.1. Program Accreditation Status

Strategic Objective 11:Implement new innovative courses in programs

KPI 11.1. Number of new courses in the programs

Strategic Objective 12: Facilitation of book foundation renewal

KPI 12.1. Percentage of Increase in the Number of Purchased Books, Scientific Journals, Scientific Collections and Publications

Strategic Objective 13: Promote professional growth of academic personnel

KPI 13.1. Percentage of lecturers participating in professional development training

KPI 13.2. Number of professional development trainings

Strategic Objective 14: Increase the number of english-speaking lecturers

KPI 14.1. Percentage of increase in the number of english-speaking lecturers

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Humanities and Social Sciences with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Increase satisfaction of students enrolled in bachelor and master programs

Action:

- Develop and implement a mechanism to increase student engagement in the educational process
- Develop and implement new courses focused on developing of practical skills
- Organize thematic scientific conferences
- Develop a student initiative promotion system
- Involve students in research projects
- Organize professional seminars with the guest's professionals

Objective 2: Promote the growth of undergraduate students' academic performance

Action:

- Develop the plan to make the school more student-oriented
- Implement students' academic performance growth promoting mechanisms
- Implement individual work hours for the students with low academic performance

Objective 3: Promote the growth of graduate students' academic performance

Action:

- Develop the plan to make the school more student-oriented
- Provide consultation hours
- Strengthening the teaching of research methods
- Add the master thesis syllabus in the educational process
- Implement student-student experience sharing mechanism
- Create training courses in modern research methods and academic thesis management for the Master thesis supervisors

Objective 4: Increase the number of foreign (non-resident) degree seeking students

Action:

- Offering an English language Bachelor program in Psychology
- Participate in international education exhibitions

Objective 5: Increase the number of Master students

Action:

- Promoting the Master of Clinical Psychology program, strengthen the international component of the program
- Implement new innovative academic programs

Objective 6: Promote student engagement in research components

Action:

- Planning of internal conferences
- Promote professors' interest and foster their engagement
- Funding for participation in international conferences

Actions connected to Internal Process Perspective

Objective 7: Get accreditation for the undergraduate english-language program in psychology

Action:

- Select a supervisor and start working on a program, syllabus and self-assessment documents
- Get the accreditation

Objective 8: Promote internationalization of programs

Action:

- Increase the number of partner universities under the Erasmus + program
- Establish bilateral partnerships with foreign universities
- Increase number foreign language courses in programs

Objective 9: Get accreditation for the Master of Clinical Art Therapy Program

Action:

- Select a supervisor and start working on a program, syllabus and self-assessment documents
- Get the accreditation

Objective 10: Get accreditation for the Master of Sociology program

Action:

- Select a supervisor and start working on a program, syllabus and self-assessment documents

- Get the accreditation

Objective 11: Implement new innovative courses in programs

Action:

- Set this task for academic program directors
- Organize meetings with academic personnel
- Organize meetings with students, alumni, and employers
- Identify needs by programs
- Finding Partners
- Develop syllabus and integrate new curricula into undergraduate programs

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 12: Promotion of book foundation renewal

Action:

- Planning specific events in agreement with the Library and the Department of Budgeting and Finances

Objective 13: Promote professional growth of academic personnel

Action:

- Develop and implement a mechanism to increase lectures engagement in the professional trainings
- Create training courses in modern research teaching methods

Objective 14: Increase in the number of English-Speaking lecturers

Action:

- Announce academic competitions

Strategic Development Plan of Caucasus School of Tourism

Mission

The mission of the Caucasus School of Tourism is to equip the young generation with the relevant knowledge and skills to respond to the demands and challenges of the time, as well as to develop and elaborate their sense of corporate and social responsibility in accordance with the democratic values and principles recognized by the civilized world.

Values

All professional activities of every administrative or academic personnel at Caucasus School of Tourism, are guided by the following values:

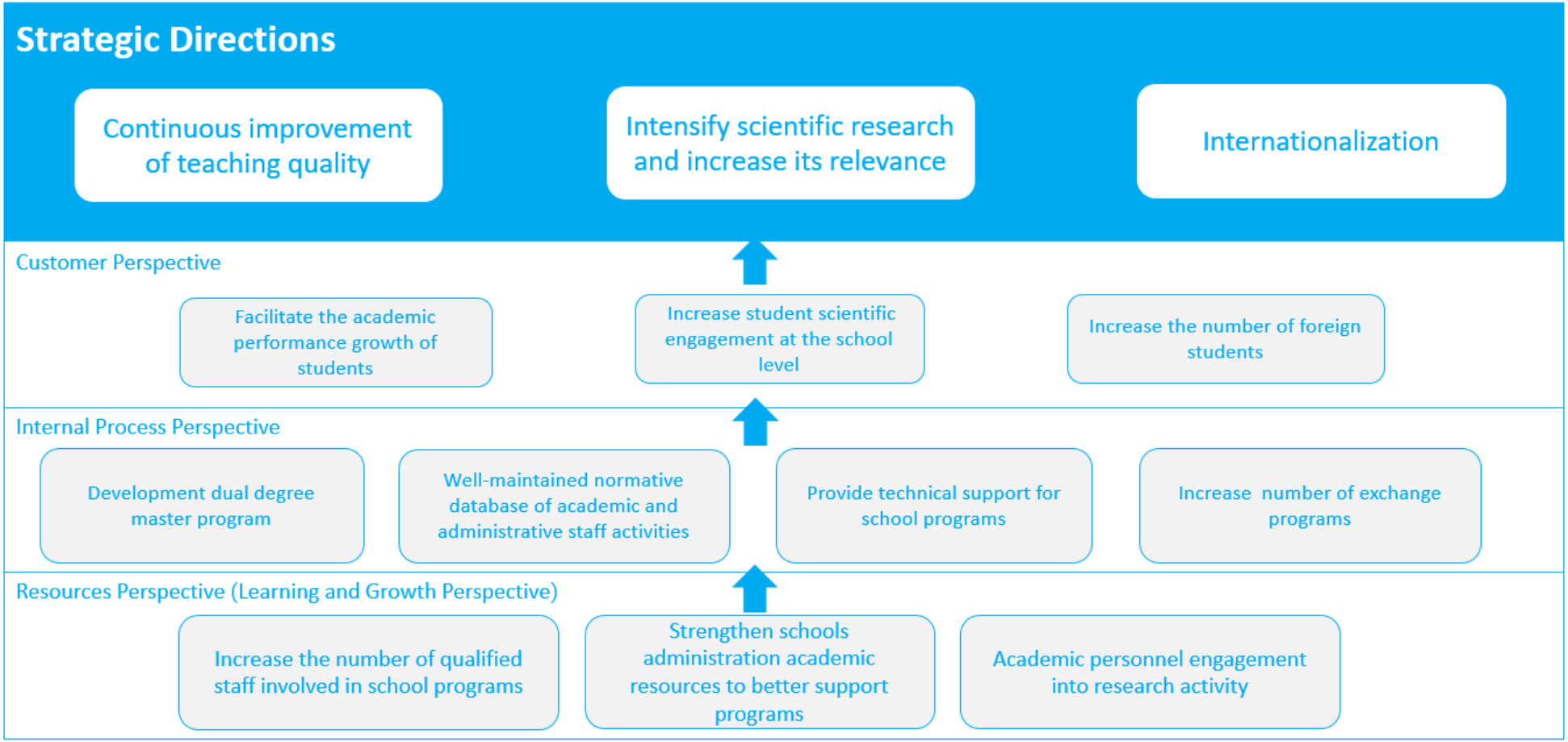
Openness to Innovation - We strive to follow the global and contemporary challenges and offer students a constantly updated learning methodology so that they can meet the demands of society and the market with a high professional standard, while being able to adapt to environmental change.

Socialization, Tolerance, and Mindfulness - Given the specifics of the field and the need to collaborate with a wider community, it is our wish for our students and graduates to have the desire, willingness and ability to interact and communicate effectively with both international and local communities. We want our students and alumni to be open and tolerant of different traditions and cultures. We want our students and alumni to be open and tolerant of different traditions and cultures, moreover, to have high degree of tolerance and hear and respect different opinions.

Proximity to the local and international community - Graduates of our school should be able to build relationships and share knowledge with local and international partners. Academic Freedom - Academic staff are given the high degree of freedom to use their professional skills to the best of their ability to produce a quality product.

Caring for Country Development - Through their work, we want our graduates to contribute to the development of tourism sector as one of the country's leading industries

Caucasus School of Tourism – Strategy Map



Strategic Objective 1: Facilitate the academic performance growth of students

- **KPI 1.1.** Students' average GPA
- **KPI 1.2.** Reduced margin between elementary course students' GPAs and upper course students' GPAs

Strategic Objective 2: Increasing student scientific engagement at the school level

- **KPI 2.1.** Research center establishment status (established / not established)
- **KPI 2.2.** Number of research papers
- **KPI 2.3.** Internal conferences participation rate
- **KPI 2.4**. International conferences participation rate

Strategic Objective 3: Increase the number of foreign students

KPI 3.1. Number of English language programs

KPI 3.2. Number of foreign students

Strategic Objective 4: Development dual degree master program

KPI 4.1. Dual degree program development status (Developed / Not Developed)

KPI 4.2. Dual Degree Program Accreditation Status

Strategic Objective 5: Increase number of exchange programs

- **KPI5.1.** Percentage of growth in the numbers of exchange programs
- **KPI 5.2**. Number of students participating in exchange programs
- **KPI 5.3.** Number of lecturers participating in exchange programs
- **KPI 5.4.** Number of administrative staff participating in exchange programs

Strategic Objective 6: Provide technical support for school programs

- **KPI 6.1.** Number of administrative staff with relevant competence
- **KPI 6.2.** Technical support satisfaction rate according to survey results

Strategic Objective 7: Well-maintained normative database of academic and administrative staff activities

CTS	**KPI 7.1.** Percentage of information added to normative database
CTS	**KPI 7.2.** Database satisfaction rate

Strategic Objective 8: Increase the number of qualified staff involved in school programs

CTS	**KPI 8.1.** Percentage of staff growth

Strategic Objective 9: Strengthen school/s administration academic resources to better support programs

CTS	**KPI 9.1.** Number of affiliated academic personnel

Strategic Objective 10:Academic personnel engagement into research activity

CTS	**KPI 10.1** Research center establishment status (established/not established)
CTS	**KPI 10.2.** Percentage of increase in the number of research papers
CTS	**KPI 10.3.** Percentage of growth of research projects

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Tourism with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Facilitate the academic performance growth of students

Action:

- Enhance student-oriented environment
- Establish mechanisms for encouraging the growth of students' academic performance
- Introduce individual work with students with low academic performance
- Reviewing the admission process

Objective 2: Increasing student scientific engagement at the school level

Action:

- Establish scientific research center
- Organize internal conferences
- Create incentives for students involved in research projects

Objective 3: Increase the number of foreign students

Action:

- Establish dual English-language programs
- Participate in international education exhibitions

Actions connected to Internal Process Perspective

Objective 4: Development dual degree master program

Action:

- Negotiate with the partner
- Define program structure and direction
- Select program supervisor
- Invite Professors
- Create syllabuses
- Preparation for the Accreditation Process

Objective 5: Increase number of exchange programs

Action:

- Increase number of exchange programs
- Develop a mechanism for involving students / lecturers / administrative staff in exchange programs

Objective 6: Provide technical support for school programs

Action:

- Number of administrative staff with relevant competences
- Develop and implement technical support mechanisms

Objective 7: Well-maintained normative database of academic and administrative staff activities

Action:

- Create normative database
- Fill in information about activities

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 8: Increase the number of qualified staff involved in school programs

Action:

- Announce the competition
- Hire new staff

Objective 9: Strengthen school/s administration academic resources to better support programs

Action:

- Announce the competition
- Hire new affiliated academic personnel

Objective 10: Academic personnel engagement into research activity

Action:

- Engagement in internal university grants
- Develop and support plan for participation in international projects and conferences

Strategic Development Plan of Caucasus School of Medicine and Healthcare

Mission

Mission of Caucasus School of Medicine and Healthcare is to introduce the knowledge, modern approaches and values of the international standards of medicine and healthcare management in Georgia.

Values

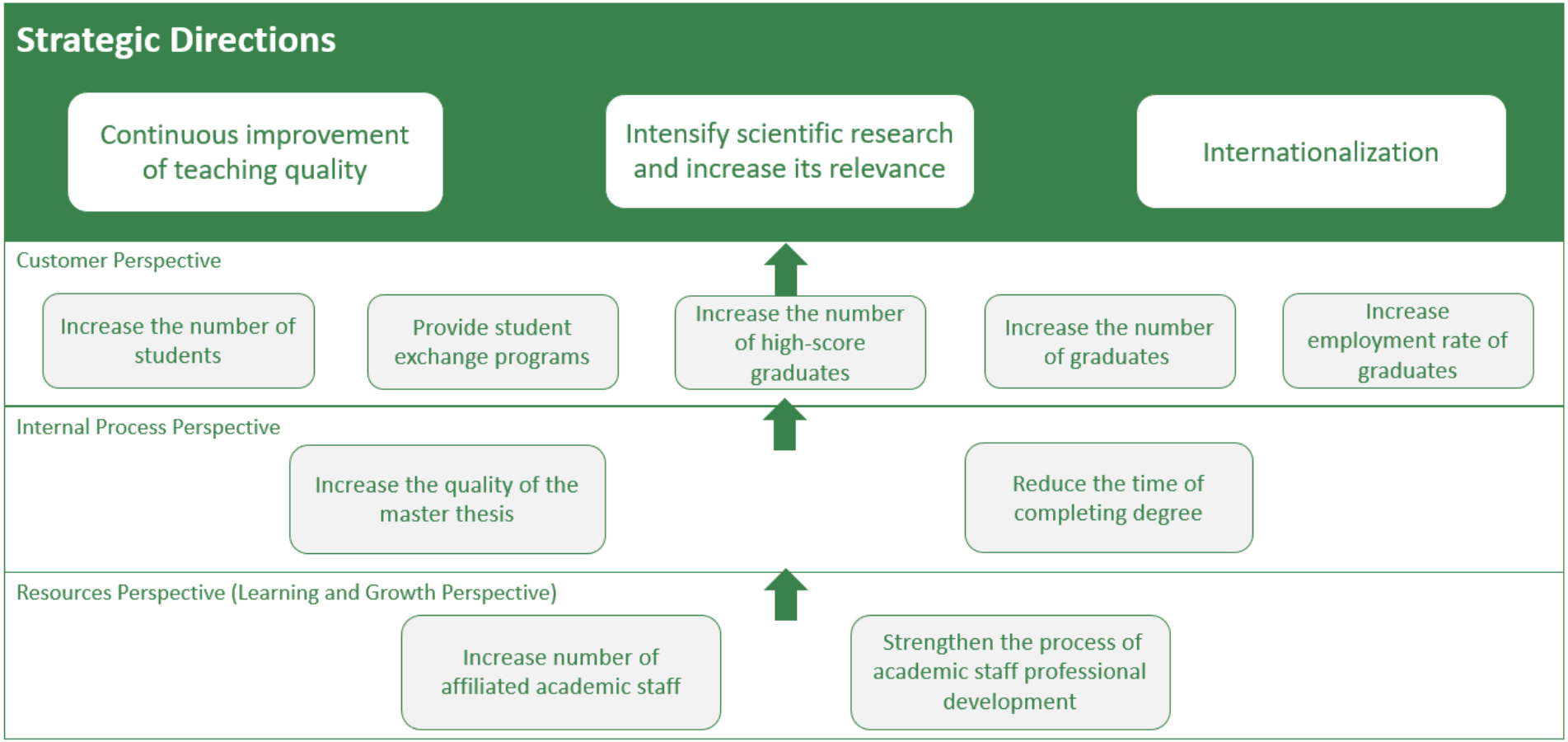
All professional activities of every administrative or academic personnel at Caucasus School of Medicine and Healthcare, are guided by the following values:

Caring for the development of the country - Only a healthy and educated nation can have a means of economic and spiritual development. We want to provide Georgian society with the knowledge that will support the existence of physically, spiritually and socially healthy citizens in the country.

Constant pursuit of excellence - The rapid development of the medical and health care sector requires the creation and implementation of innovative approaches that will help us deliver high quality educational programs.

Worldwide Recognized Learning Standards and Academic Freedom - We create an environment where academic staff are free to create and share knowledge, as well as support professors in mastering modern teaching methods.

Caucasus School of Medicine and Healthcare – Strategy Map



Strategic Objective 1: Increase the number of students

KPI 1.1. Number of undergraduate students students (health management)

KPI 1.2. Number of Master students (health management)

KPI1.3. Number of Master students (public health)

Strategic Objective 2. Provide student exchange programs

KPI 2.1. Number of undergraduate students participating in exchange programs per year

KPI 2.2. Number of postgraduate students participating in exchange programs per year

Strategic Objective 3: Increase the number of high-score graduates

KPI 3.1. Bachelor Graduates average GPA

KPI 3.2. Master Graduates average GPA

Strategic Objective 4: Increase the number of graduates

KPI 4.1. Number of graduates

Strategic Objective 5. Increase employment rate of graduates

KPI 5.1. Bachelor graduates employment rate

KPI 5.2. Master graduates employment rate

Strategic Objective 6: Increase the quality of the master thesis

KPI 6.1. Number of publications and citations of master's theses (Web of Science and Scopus)

Strategic Objective 7. Reduce the time of completing degree

KPI 7. 1 Average master's degree completing period

Strategic Objective 8: Increase number of affiliated academic staff

KPI 8.1. Number of Affiliated Professors

KPI 8.2. Number of affiliated professors

KPI 8.3. Number of affiliated assistant professors

KPI 8.4. number of affiliate assistant

Strategic Objective 9: Strengthen the process of academic staff professional development

CMS	**KPI 9.1.** Number and involvement in trainings, seminars, international conferences for academic and invited lecturers
CMS	**KPI 9.2.** Involvement in trainings, seminars, international conferences for academic and invited lecturers

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Medicine and Healthcare Management school relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1. Increase the number of students

Action:

- Plan marketing events

Objective 2. Provide student exchange programs

Action:

- Promote popularization of exchange programs
- Increase the number of targeted programs
- Plan awareness activities with students

Objective 3. Increase the number of high-score graduates

Action:

- Make qualitative changes in relevant syllabuses
- Increase the academic level of lecturers

Objective 4. Admission criteria's adjustment

Action:

- Admission criteria's adjustment

Objective 5. Increase the employment rate of graduates

Action:

- Communicate with potential employers
- Implement internships and professional practice components

Actions connected to Internal Process Perspective

Objective 6. Increase the quality of the master thesis

Action:

- Selection of master thesis topics
- Increase the responsibility of the thesis supervisor

Objective 7. Reduce the time of completing degree

Action:

- Optimization of Master's program

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 8. Increased number of affiliated academic staff

Action:

- Develop an adequate remuneration system
- Conduct relevant competitions
- Develop a scheme for master level graduate's employment (assistant)

Objective 9. Strengthen the process of academic staff professional development

Action:

- Planning and conducting profile trainings
- Invitation of foreign specialists
- Funding for international conferences, trainings

Strategic Development Plan of Caucasus School of Economics

Mission

Mission of the Caucasus University School of Economics is to prepare economists with fundamental theoretical knowledge and practical skills, sense of responsibility, competitiv on a global market. And to increase economic awareness in the country.

Values

All professional activities of every administrative or academic personnel at Caucasus School of Humanities and Social Sciences, are guided by the following values:

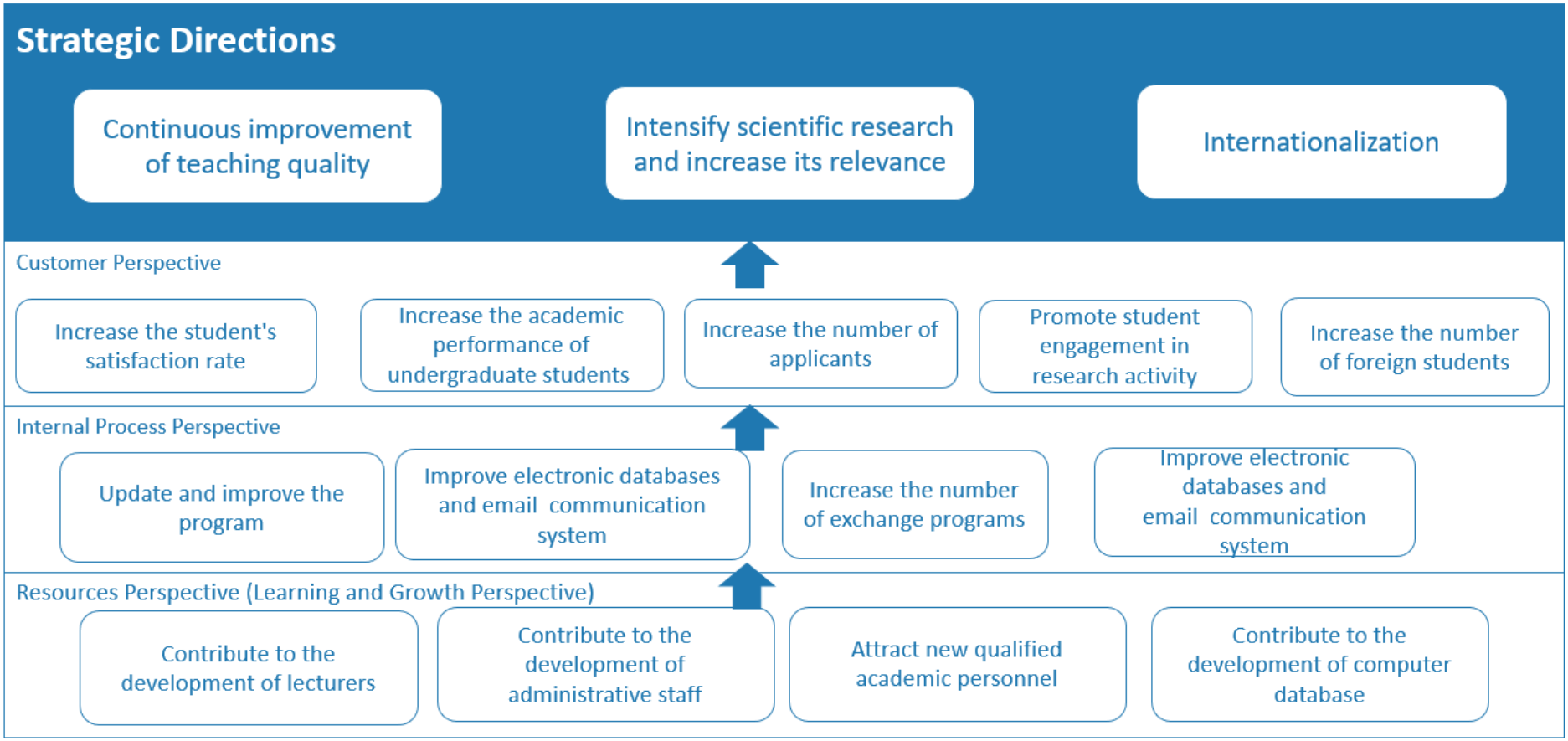
Innovation - We strive to constantly innovate in creation and transmission of knowledge in a way that responds to the needs and demands of modern and society.

Diversity - We want to enable members of the local or regional community to understand and respect those whose views, values, beliefs, traditions and worldviews are different. It is only possible to expand our view of the modern world by interacting with people with different experiences, histories, and perspectives.

Academic Freedom - We create an environment where academic staff are free to create and share knowledge.

Caring for the development of the country - We want to provide Georgian society with knowledge of economic issues that will contribute to the country's sustainable development.

School of Economics – Strategy Map



Strategic Objective 1: Increase the student's satisfaction rate

KPI 1.1. Percentage of student satisfaction with the program

Strategic Objective 2: Increase the number of applicants

KPI 2.1. Number of applicants

Strategic Objective 3:Increase the number of foreign students

KPI 3.1. The number of foreign students

Strategic Objective 4:Increase the academic performance of undergraduate students

KPI 4.1. Program students' average GPA

Strategic Objective 5: Promote student engagement in research activity

KPI 5.1. Number of participants of internal conferences

KPI 5.2. Rate of participation in international conferences

Strategic Objective 6:Update and improve the program

KPI 6.1. Percentage of student satisfaction with program

Strategic Objective :Improve electronic databases and email communication system

KPI 7.1. Satisfaction survey results

KPI 7.2. Status of increase trend of electronic case production (increased / not increased)

Strategic Objective 8:Increase the number of exchange programs

KPI 8.1. Percentage of growth in the number of exchange programs

KPI 8.2. Number of students participating in exchange programs

KPI 8.3. Number of lecturers participating in exchange programs

KPI 8.4. Number of administrative staff participating in exchange programs

Strategic Objective 9:Attract new qualified academic personnel

KPI 9.1. Number of new academic personnel

Strategic Objective10: Contribute to the development of lecturers

KPI 10.1. Percentage of lecturers participating in professional development training

KPI10.2. Number of professional development trainings

Strategic Objective11: Contribute to the development of administrative staff

KPI 11.1. Percentage of professional staff participating in professional developmen training

KPI 11.2. Number of professional development trainings

Strategic Objective 12: Contribute to the development of computer database

	KPI 12.1. Number of computers in the School
	KPI12.2. Percentage of satisfaction

The achievement of the set strategic objectives will be ensured by the Caucasus University School of Economics with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Increase the student's satisfaction rate

Action:

- Implement a survey mechanism
- Based on the results development a response plan

Objective2: Increase the number of applicants

Action:

- Implement of marketing activities
- Participate in education exhibitions
- Conduct presentations for high-school graduates

Objective 3: Increase the number of foreign students

Action:

- Develop English language programs

- Plan participation in education exhibitions

Objective 4: Increase the academic performance of undergraduate students

Action:

- Enhance student-oriented environment
- Implement mechanisms for encouraging the growth of students' academic performance
- Implement individual work for students with low academic performance

Objective 5: Promote student engagement in research activity

Action:

- Plan internal conferences
- Promote student interest and their engagement
- Develop a funding scheme for participants of international conferences

Actions connected to Internal Process Perspective

Objective 6: Update and improve the program

Action:

- Review the program
- Set this task for program academic heads
- Conduct meetings with academic personnel
- Organize meetings with students, alumni, and employers
- Identify the needs by programs
- Find new partners
- Develop syllabi and integrate new curricula into undergraduate programs

Objective 7: Improve electronic databases and email communication system

Action:

- Develop and implement a database improvement scheme
- Develop and implement a communication improvement scheme

Objective 8: Increase the number of exchange programs

Action:

- Increase the number of partner universities
- Develop a mechanism for involving students / lecturers / administrative staff in exchange programs

Actions connected to Resources Perspective (Learning and Growth Perspective)

Objective 9: Attract new qualified academic personnel

Action:

- Revise the hiring criterions for new academic staff
- Develop acceptable criteria's

Objective 10: Contribute to the development of lecturers

Action:

- Organizing professional development trainings
- Develop a mechanism for the involvement of professors in exchange programs
- Develop a mechanism for engaging in exchange programs

Objective 11: Contribute to the development of administrative staff

Action:

- Organizing professional development trainings
- Develop a mechanism for involving administrative staff in exchange programs
- Develop a mechanism for engaging in exchange programs

Objective 12. Contribute to the development of computer database

Action:

- Purchase computers in agreement with the finance department

Caucasus Doctoral School Strategic Development Plan

Mission

The mission of the Caucasus Doctoral School is to create a creative environment for researchers and students, where they will be able to realize and develop their intellectual abilities, which will lead to the creation and transfer of new knowledge, thus contributing to the continued development of society.

Values

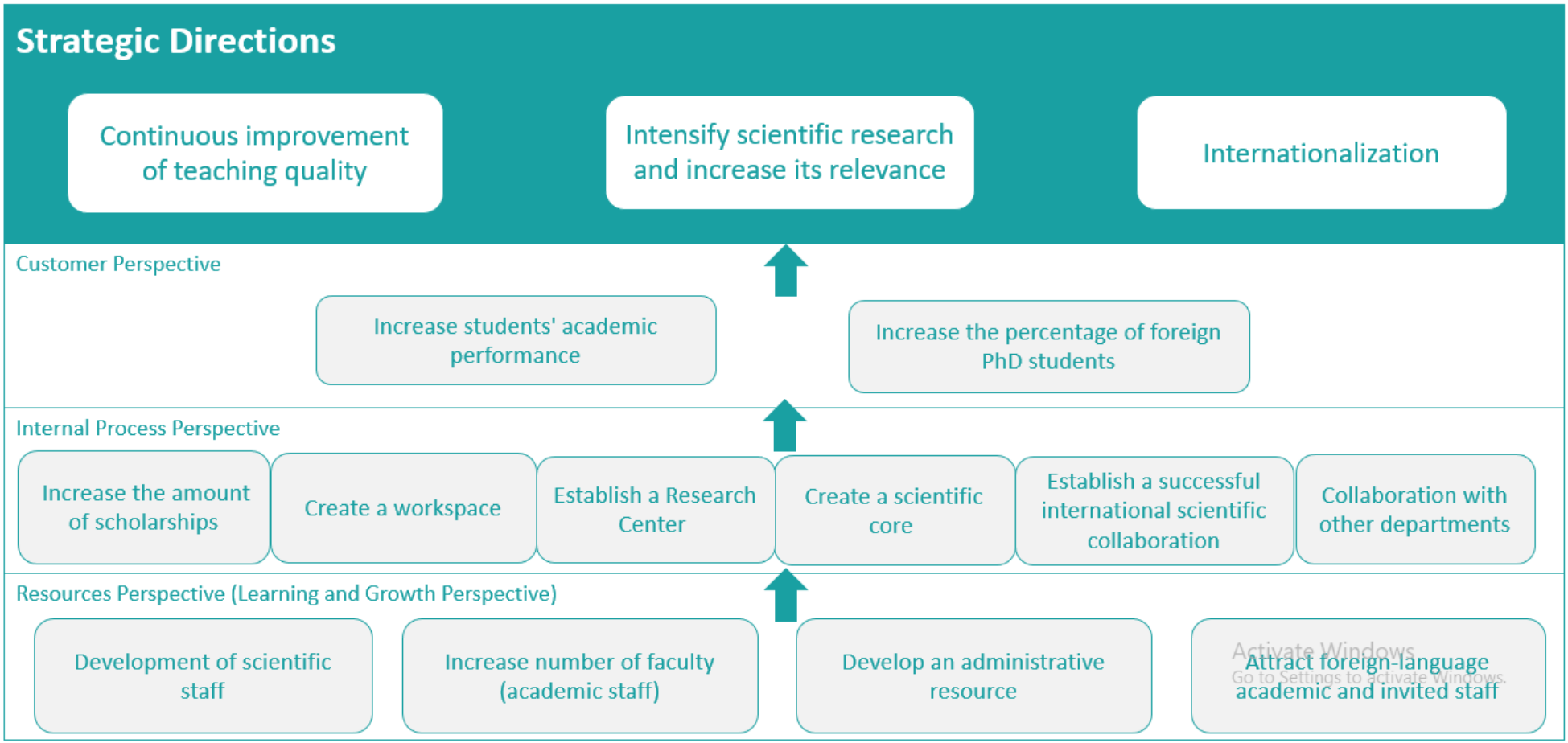
The administrative and academic staff of the Caucasus Doctoral School is guided by the following values in its professional activities:

Scientific integration: We create an environment in which the components of teaching and research are inseparable. We want to facilitate the creation and transfer of knowledge internationally.

Intellectual community: We want to create a "hidden curriculum" - the right signal for society to define the role and need of creativity.

Academic Integrity: We create an environment in which scientists' moral and ethical responsibility for their own work and discipline is prioritized

Caucasus Doctoral School – Strategy Map



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Strategic Objective 1: Increasing students' academic performance

- **KPI 1.1.** Number of research projects
- **KPI 1.2.** Research productivity index
- **KPI 1.3.** Number of conferences
- **KPI 1.4**. Satisfaction rate

Strategic Objective2: Increase the percentage of foreign PhD students

- **KPI 2.1.** Percentage of foreign PhD students

Strategic Objective 3: Increase the amount of scholarships

- **KPI 3.1.** The number of PhD students who have a research grant
- **KPI 3.2.** The number of PhD students who have a study grant

Strategic Objective 4: Create a workspace

KPI 4.1. Workspace creation status (Created / Not Created)

Strategic Objective 5: Establish a Research Center

KPI 5.1. Research Center establishment status (Created / Not Created)

Strategic Objective 6: Create a scientific core

KPI 6.1. Scientific core creation status (Created / Not Created)

KPI 6.2. Productivity the scientific core

KPI 6.3. Number of published papers

Strategic Objective7: Establish a successful international scientific collaboration

CDS	**KPI 7.1.** Exchange rate
CDS	**KPI 7.2.** Number of published papers created by scientific collaborations

Strategic Objective8: Collaboration with other departments

CDS	**KPI 8.1.** Terms and Conditions (fully written / not fully written)
CDS	**KPI 8.2.** Quality of work
CDS	**KPI 8.3.** Colleague satisfaction index

Strategic Objective 9: Development of scientific staff

CDS	**KPI 9.1**. Terms and Conditions (fully written / not fully written)
CDS	**KPI 9.2.** Degree of academic processes **KPI 9.3.** Productivity quality
CDS	**KPI 9.4**. Self-satisfaction index
CDS	**KPI 9.5.** Peer satisfaction index

Strategic Objective10: Increase number of faculty (academic staff)

CDS	**KPI 10.1.** Number of researchers by direction

Strategic Objective11: Develop an administrative resource

CDS	**KPI 11.1.** Productivity

The achievement of the set strategic objectives will be ensured by the Caucasus University Doctoral School with relevant departments with the following 3-year action plan.

Actions connected to Customer Perspective

Objective 1: Increase students' academic performance

Action:

- Develop a motivational scheme and create appropriate motivation

Objective 2: Increase Percentage of Foreign Doctorates

Action:

- Participate in international education exhibitions
- Provide programs continuous improvement

Actions connected to Internal Process Perspective

Objective 3: Increase the amount of scholarships

Action:

- Hire PhD students on a part-time / full-time basis

Objective 4: Create a workspace

Action:

- Allocate the room
- Provide relevant resources

Objective 5: Establish a Research Center

Action:

- It is necessary to hire the head of the research center who heads the research center
- Create a workspace for the research center

Objective 6: Create a scientific core

Action:

- Intensive growth of scientific resources
- Create appropriate motivation

Objective 7: Establish a successful international scientific collaboration

Action:

- Start collaborating with existing partners

- Finding new partners

Objective 8: Collaboration with other departments

Action:

- Job analysis and linkage of job descriptions to each other, both within one service and to one another

Objective 9: Development of scientific staff

Action:

- Employment policy planning and management

Objective 10: Increase faculty (academic staff)

Action:

- Offer a competitive employment contract to academic staff and seek relevant academic staff
- Invitation and increase in the number of foreign academic staff

Objective 11: Develop an administrative resource

Action:

- Increase administrative resources and proper motivation
- Employment policy planning and management

Mechanisms of Monitoring Implementation of the Strategic Development and Action Plans

Caucasus University Strategic Development Department ensures monitoring, implementation and amendment of the Strategic and Action plans of Caucasus University and its Schools when and if needed.

Monitoring of the process of the implementation of the Strategic and Action plans is broken into four stages (Diagram 3):

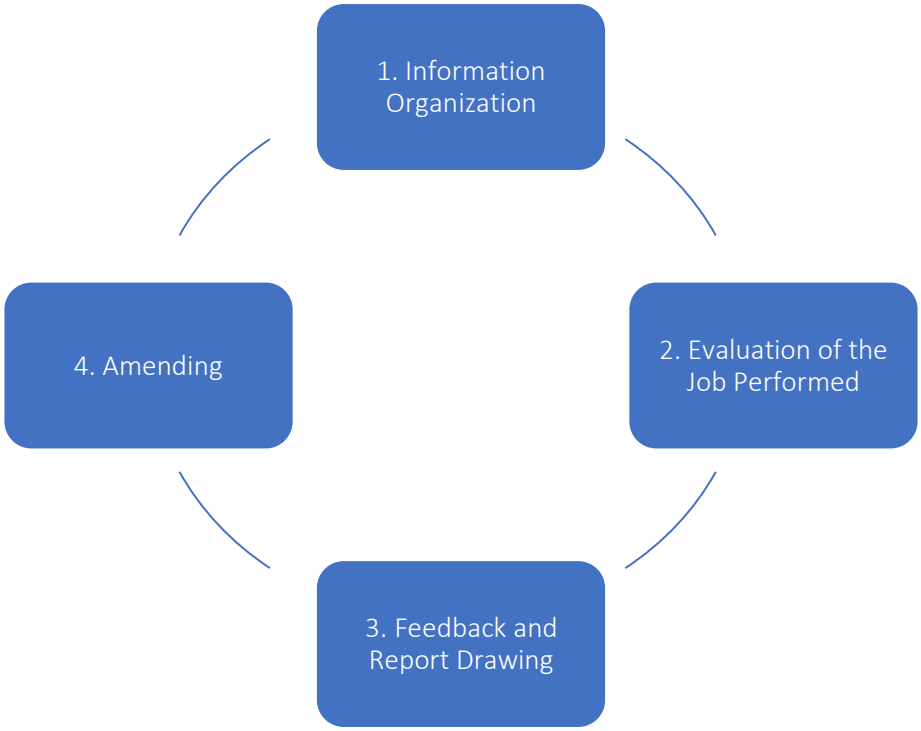

Diagram 3: Monitoring stages of the process of the implementation of the Strategic and Action plans

Stage 1: Information Organization Stage

The information contained in Caucasus University Strategic and Action plans is entered into a tailored software – *Monitoring Program of Performance and Benchmark* - created for effective monitoring of implementation of the Strategic Development and Action Plans.

The Strategic Development Department shall enter the following information:

- the University and the Schools' strategic goals;
- indicators and benchmarks to measure the objectives;
- the activities planned for reaching the objectives along with their implementation progress and appropriate deadlines;

The program is accessible for the school deans, department heads and others involved in the implementation and execution of the Strategic Development plan. They shall, on a regular basis, indicate the progress in respect of each goal and action, its current status, present situation, etc.

Stage 2: The stage of the evaluation of the job performed

On this stage of monitoring, the Strategic Development Department ensures proper consideration of the obtained information and evaluation of the work performed.

The Department evaluates the action plan two times a year: at the end of the Fall and Spring semesters. On the monitoring stage, the planned and conducted activities are compared and the progress and status related to each of the initiative are reviewed.

Evaluation of implementation of the Strategic Development Plan is carried out after 2-2.5 years of its commencement. The Strategic Development Department measures each goal with a relevant measure indicator. The target benchmark and the benchmark reached are compared.

Stage 3: Stage of Feedback and Report Drawing

After evaluation of the job performed, the Strategic Development Department, together with cross functional working group, shall issue appropriate advice and recommendations and consider them with the relevant schools and departments.

Stage 4. – Stage of Amending the Strategic and Action plans

After the preceding stages are completed, the Strategic Development Department shall decide if any changes to the action plan are needed and shall operate accordingly.

The findings obtained as a result of the monitoring can be responded in the following ways:

- Provided the objectives are met and the activities **carried out according to the plan,** implementation shall continue as planned.
- In the case the objectives and activities are not executed according to the strategic plan, the reasons shall be found.
    - If the reason of failing to reach the target benchmark is inadequacy of the activities planned, additional activities shall be generated, planned and the **action plan** shall be changed accordingly. The final version of the Action Plan shall be drawn by the Department in cooperation with the working group and presented to the Board of Governors; the actions shall be taken in accordance with the revised plan after an approval is received.
    - If the reason of the failure of reaching the set benchmark is alteration of any internal or external factors, which makes reaching the set objective impossible, the Strategic Development Department shall amend **the Strategic Development Plan** (e.g., the target benchmark shall be reviewed and changed, the strategic objectives modified, etc.). On the basis of the revised strategic plan, the Department shall make changes to the action plan. Later, the Department shall present the project of changes to the Cross Functional Group; a final version shall be drawn up, which shall be considered by the Board of Governors; the revised plan shall be approved by the Partners' Meeting (General Meeting of the Shareholders), if needed. The actions shall be carried out in accordance with the modified plan.

Tbilisi, 2019